



Action Plan 2005

**LOUISIANA ECONOMIC DEVELOPMENT
COUNCIL**



Action Plan 2005

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LAEDC

Louisiana Economic Development Council

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Action Plan 2005

Introduction

Action Plan 2005 is the sixth annual report of the Louisiana Economic Development Council to the Governor and the Legislature. It is focused on implementing recommendations to move the state toward *Vision 2020*'s goals. *Louisiana: Vision 2020, Master Plan for Economic Development* is available at <http://vision2020.louisiana.gov>.

Louisiana: Vision 2020 is a challenge to create a new and better Louisiana and a guide to economic renewal and diversification. The Louisiana Economic Development Council developed the goals, objectives, and benchmarks articulated in *Louisiana: Vision 2020* to position the State to have a vibrant, balanced economy; a fully-engaged, well-educated workforce; and a quality of life that places it among the top ten states in the nation in which to live, work, visit, and do business.

This sixth annual action plan presents the Council's recommendations for action for the coming year, including the strategies for accomplishing them. To ensure ongoing accountability, this action plan also includes information on the progress made toward each of the recommendations made in last year's action plan. The Council also monitors the 100+ benchmarks the Council uses to measure progress toward our *Vision 2020* goals. The benchmarks are available on the Web at <http://vision2020.louisiana.gov>.

The Louisiana Economic Development Council facilitates and monitors a process – a process that is focused on a long-term vision as well as short-term operational objectives and action steps to put Louisiana on track to be a top-10 state in which to live, work, visit, and do business.

The Challenge

To become “a top ten state,” Louisiana must improve its economy's capacity to generate wealth and create good jobs. Wealth is generated and a region's standard of living improves when the region's firms sell outside their region, thereby bringing wealth back into the region, and are competitive globally. To be competitive globally, firms must constantly innovate and move quickly to market. They must be able to compete successfully in higher value added markets. Government can affect the climate in which they do business.

Louisiana's challenge is to implement strategies that will facilitate the development of a higher value-added economy, thereby increasing jobs, incomes, and wealth for Louisiana residents. Many new efforts are underway in areas such as education, job training, investments in key inputs needed to grow our economy, infrastructure, health care, and economic development -- efforts that take time to show results. However, Louisiana is starting to show progress, as evidenced by some new rankings and improvements in per capita income.

Louisiana's Progress

Louisiana: Vision 2020, published in 1999, was the beginning of a statewide, focused effort to move Louisiana to a Top 10 state in which to live, work, visit, and do business. As a result of *Vision 2020*, in 2001 Louisiana Economic Development (LED) was reorganized to focus on growth of existing and new companies, retention of existing companies, and targeted recruiting. In the four years since that reorganization, the state has made substantial investments in infrastructure to build capacity for future economic growth and taken steps to improve the state's business climate.

In addition to investments in infrastructure, the state has been investing heavily in research and development, education and training, including upgrading skill levels, by revitalizing the state's community and technical colleges, creating and maintaining the nation's largest Incumbent Worker Training Program (IWTP) and other workforce programs, and creating new programs to help prepare people to move off welfare.

Some Rankings Improving

Although some rankings still show Louisiana near the bottom, recent rankings show great improvement.

- *Education Week's* Quality Counts 2005 report recently ranked Louisiana 1st in the nation in the Improving Teacher Quality category and 2nd for its initiatives to improve school and student performance – the Standards and Accountability category.
- New data from the Bureau of Economic Analysis show that Louisiana ranked 8th among the states for the increase in gross state product. The state's gross state product increased 6.5 percent from 2002 to 2003.
- Regarding the state's financial position, Fitch Ratings has given Louisiana an A+ rating for the general obligation bonds the state issued in January 2005. Fitch explained the increase, saying the "rating reflects the institutionalization of structural changes that strengthen the underpinning of the state's credit, including financial policies enhanced by last year's constitutional change emphasizing income taxes and debt reduction."

These rankings indicate good progress; however, much remains to be done.

A Key Economic Indicator: Per Capita Income

Per capita income is a general measure of prosperity. Per capita income as percent of the U.S. per capita income provides a gauge of how Louisiana compares to the rest of the country. Table 1 shows that Louisiana's per capita income remains low -- 83 percent of the national average in 2003. Although well below the national average, Louisiana is slowly improving. Since 2000, per capita income as a percentage of the U.S. average has increased from 77 percent of the national average to 83 percent in 2003, ranking Louisiana 43rd among the states.

Table 1
Per Capita Personal Income

	1990	1995	1999	2000	2001	2002	2003
Louisiana Per Capita Personal Income	\$15,173	\$19,077	\$22,014	\$23,080	\$24,733	\$25,307	\$26,038
Louisiana Per Capita Personal Income (as a percent of the U.S.)	78%	83%	79%	77%	81%	82%	83%

Source: U. S. Department of Commerce, Bureau of Economic Analysis (BEA), Regional Economic Accounts. The numbers in this table differ slightly from the numbers shown in *Action Plan 2004*, because newly adjusted numbers from the BEA are used in this table.

Issues: Average Wages & Poverty

Per capita income well below the national average is the result of low average wages and a higher than average percentage of our citizens living below the poverty level, thus contributing little to our economy. Average wages in Louisiana are low relative to the rest of the country. In 2002, Louisiana's average annual wage -- \$30,115 -- was about 82 percent of the national average of \$36,764.

In addition, our poverty rate remains one of the highest in the country at 17.0 percent (2003, according to the U.S. Census Bureau, Current Population Survey). Louisiana ranks 46th among the states in the percentage of the population living below the poverty level.

The numbers above show that in 2002 both per capita income and average annual wages in Louisiana were about 82 percent of the national average. To reach and exceed the national average, the state must strive to increase wages at all levels. It must also increase the number of people working and decrease the number of underemployed.

Technology Jobs Pay Higher Wages

Jobs in technology-intensive industries provide a vehicle for increasing wages and per capita incomes -- to increase wealth in the state. Nationwide, wages for technology jobs are substantially higher than overall average wages. In 2001, information technology average wages (\$66,349) were 84 percent higher than the overall average wage (\$36,157). While these statistics are for the information technology sector, the oil and gas, biotechnology, and petrochemical industries are very technology-intensive industries that also pay higher than average wages.

In 2002, Louisiana ranked 40th (up from 45th in 2001) among the states in average annual information technology wages (\$46,726), which were about 60 percent greater than Louisiana's overall average wage – an indication of the significance of growing jobs in technology-intensive companies. Statistics on information technology wages and employment are published in *Cyberstates 2003* by the American Electronics Association.

The Environment Needed for High Paying Jobs

A number of groups, both private and public, have been studying the U.S. economy, changes taking place in the last few years, and factors that appear to be key to successful growth and development. The U.S. Department of Commerce, Office of Technology Policy, and the Milken Institute published reports in 2004 outlining factors important for increasing incomes and creating wealth. These reports also use published data to inventory assets and benchmark the 50 states' progress toward creating the infrastructure needed for technology-based economic development.

Factors Important for a Technology-Based Economy

The U.S. Department of Commerce, Office of Technology Policy recently published the fourth edition of a report designed to present current information about each states' science and technology infrastructure. Research has shown that "certain enabling conditions" are important for technology-based economic development.

The Dynamics of Technology-Based Economic Development: State Science & Technology Indicators, Fourth Edition, March 2004, presents data on 38 indicators in 5 key areas – three related to infrastructure (funding in-flows, human resources, and capital investment & business assistance) and two related to outcomes (technology-intensity of the business base and other outcome measures). As shown in Table 2, these metrics indicate that Louisiana has a long way to go in many measures considered important for technology-based economic development.

While Louisiana ranks relatively high in two of these indicators -- percentage of bachelor's degrees in science & engineering and business incubators per 10,000 businesses, the state ranks poorly in most of the other indicators considered important for states trying to create high wage jobs.

Education and skill levels of the workforce may be the most important factor for increasing average wages and per capita income. Although Louisiana is making progress, in the area of human resources the state still has a long way to go. Louisiana ranks 48th in the percentage of the population over age 25 that has completed high school. This is a critical figure, since it is becoming increasingly difficult for anyone to earn wages that can keep them above the poverty level without a high school degree or GED.

Louisiana ranks 45th in the number of associate degrees granted as a percentage of 18-24 year olds in the state (2000-2001). Projections for 2020 indicate that 65 percent of all jobs will require a 2-year associate degree or advanced training (and an additional 20 percent will require a 4-year degree or more). Louisiana must work to match our associate degree programs with existing and potential high quality jobs-- to meet the needs of our businesses -- and educate parents and students about the opportunities for employment with these degrees.

Table 2
Factors Important for Technology-Based Economic Development

<u>Category</u>	<u>Louisiana's Rank</u>
<u>Funding in-flows:</u>	
Total R&D expenditures per \$1,000 of GSP (2001)	49
Industry	48
University	33
Federal	32
SBIR - average annual award dollars per \$1,000 of GSP (2000-2002)	50
<u>Human resources:</u>	
NAEP Math test scores (2000)	38
Percentage of population that has completed high school (2002)	48
Associate's degrees granted (% 18-24 year old population, 2000-01)	45
Percent of population with Bachelor's degrees (25 yrs or older, 2002)	41
Percent of bachelor's degrees in science & engineering (2000-01)	10
Engineers per 10,000 workers (2001)	32
<u>Capital investment & business assistance:</u>	
Amount of venture capital funds invested per \$1,000 of GSP (2000)	36
Number of business incubators per 10,000 business establishments (2001)	9
IPO - Average amount raised per \$1,000 of GSP (2000-2002)	27
<u>Technology intensity of the business base:</u>	
Percent of employment in high-tech NAICS codes (2000)	42
Percent of payroll in high-tech NAICS codes (2000)	37
Net-high tech business formations (2000)	43
<u>Outcome measures:</u>	
Average annual pay per worker (2001)	37
Percent of population living above poverty (1999-2002)	49
Percent of working age population in the labor force (2000)	49
Per capital income (2003)	43

Source: *The Dynamics of Technology-Based Economic Development, State Science & Technology Indicators*, U.S. Department of Commerce, Office of Technology Policy, Fourth Edition, March 2004. Available at http://www.technology.gov/p_Reports.htm.

In addition to improving the quality of the workforce, support for innovation must increase. Numerous studies have shown that research and development (R&D) leads to innovations. Some of those innovations can be commercialized, creating new jobs, new companies, and increased incomes and wealth.

In 2001, Louisiana ranked 49th among the states in R&D expenditures per \$1,000 of Gross State Product (GSP). Most concerning is the state's rank of 48 in industrial R&D, as industrial R&D is typically the closest to market, so the impacts on incomes and wealth are felt more quickly.

States across the country, including Louisiana, are developing strategies to increase the amount of industrial, university, and federal R&D in an effort to boost innovation. Louisiana has invested substantial amounts in R&D and R&D infrastructure in the last few years, and must continue to invest, as well as devise other strategies to encourage increased R&D, in order to stimulate innovation, create new, high quality jobs, and increase incomes and wealth.

Another important factor for new and growing companies is capital. In 2000, Louisiana ranked 36th in the amount of venture capital funds invested per \$1,000 of GSP. Louisiana has been particularly short on capital for early stage companies. In 2004, three companies that invest in early stage companies began operations (Louisiana Fund 1, Louisiana Ventures, LLC, and the Louisiana Technology Fund), and an angel capital network was launched. While these funds and the network should begin to provide better options for capital for young companies, Louisiana must continue to work to increase the availability of capital for companies.

These and other factors, such as the percentage of the working age population in the labor force (for which Louisiana ranks 49th), have an impact on incomes and wealth. Louisiana must strive to improve in all these measures in order to improve the quality of life for our citizens.

The Milken Institute recently updated its State Technology and Science Index, which takes an even more in-depth look at the factors impacting technology and science-based economic development. The Index uses data on 75 indicators in five categories (Research and Development Inputs, Risk Capital and Infrastructure, Human Capital Investment, Technology and Science Workforce, and Technology Concentration and Dynamism) to assess each states' "inventory of technology and science assets that can be leveraged to promote economic development."

As shown in Table 3, Milken's 2004 Index ranked Louisiana 42nd among the states, up from 44th in 2002. Louisiana increased its rank in every category except Technology Concentration and Dynamism, which dropped from 35th to 40th. The largest increase was in Human Capital Capacity, which saw an increase in the rankings of five places from 42 to 37.

Table 3
Milken Institute's State Technology & Science Index

	<u>2002</u>	<u>2004</u>
Research & Development Assets	48	47
Risk Capital & Entrepreneurial Assets	37	33
Human Capital Capacity	42	37
Technology & Science Workforce	50	48
Technology Concentration & Dynamism	35	40
State Science & Technology Index	44	42

The Milken report includes tests of the relevance of the Index using statistical analyses to measure how much of an outcome can be explained by the various science and technology infrastructure measures. One of the regression analyses looked at the relationship between the State Technology & Science Index and per capita income for the states. The analysis showed a high correlation between the Index and per capita income. **It also showed that for states with low per capita incomes, such as Louisiana, improvements in the factors measured in the Human Capital Capacity category will have the quickest impact on per capita income.**

Workforce development is extremely important for Louisiana's future and is an area where the state needs to continue to focus substantial attention.

Government's Role

A state's role is to implement strategies that will build a higher value-added economy, thereby increasing incomes and wealth. These strategies revolve around creating the infrastructure firms need to increase their capacity to innovate and move quickly to market.

Education and workforce training remain a key. The U.S. Department of Commerce and Milken Institute reports show that in spite of some improvements, Louisiana still ranks relatively low on important education and workforce training measures. This information indicates that the state needs a strong focus on strategies that will improve our workforce.

In addition to education and training, the infrastructure and key inputs states need to provide to meet the needs of companies have expanded. They now include access to cost-effective broadband communications; increased research and development by academia and the private sector; easy access to know-how, knowledge, and technologies developed in our universities; venture and seed capital; and entrepreneurial training.

The Louisiana Economic Development Council, through *Vision 2020* and the annual action plans focusing on implementation, is working to improve the state's capacity in many areas. Louisiana Economic Development serves as the lead agency for many of the state's efforts, but it cannot and should not be considered the only agency responsible for economic development. Moving Louisiana ahead requires efforts of all Louisianians, all state agencies, and all postsecondary education institutions.

Action Plan 2004 Outcomes

In last year's action plan, *Action Plan 2004*, the Council made 42 recommendations. Significant accomplishments have been made related to the Council's recommendations, including phasing out business taxes, business incentives and measures to streamline incentives, initiatives to support technology development, support for small businesses, workforce training, and education.

- ***Business Taxes Phasing Out***

Two taxes considered impediments to doing business in Louisiana were phased out in the 2004 Special Session of the Legislature. The **corporate franchise tax on debt** and the **sales tax on manufacturing machinery and equipment** are being phased out over a period of seven years.

- ***Business Incentive Initiatives***

Several business incentives and initiatives to streamline processes related to incentives have been implemented or are underway to facilitate retention and recruiting of companies and improve to the ability of the state to quickly respond to job creation opportunities. One important tool is the:

- **Governor's Rapid Response Fund**, which is used to develop public infrastructure needed by businesses -- to attract businesses to Louisiana from other states and encourage expansions of companies already in the state. This fund received an additional \$10 million in funding during the 2004 Regular Session.

- ***Technology Initiatives***

Several biosciences and information technology infrastructure and R&D initiatives intended to increase innovation and technology commercialization are now underway or have recently been completed. These initiatives are outlined below.

- **Acadiana Technology Immersion Center (ATIC)** is a center that will have state of the art visualization technology for use by university researchers and companies. It is a joint project of the Lafayette Economic Development Authority (LEDA) and the University of Louisiana - Lafayette. The Legislature appropriated \$16.8 million in capital outlay funds for this project in the 2004 Regular Session (in addition to the 1.2 million in capital outlay funds in FY 2003-04). The technology will allow researchers and companies to visualize data in three dimensions, which can provide information and insights not available with two-dimensional imaging. The visualization technology in this center is available in only six other places in the country, and none of those are available to both university researchers and companies. Originally conceived as a center to support the oil and gas industry, the center can also benefit other industries, including medicine, design, engineering and information technology. It will be connected to the LONI network and through LONI to the National LambdaRail,

which will allow the transfer of very large amounts of data to and from other universities and companies.

- The **Louisiana Optical Network Initiative** (LONI) is a statewide optical fiber network that will link the state's research universities to the National LambdaRail. The project received \$3.2 million in start-up funds as part of a commitment of \$40 million over 10 years. LONI, along with the National LambdaRail, will allow Louisiana universities to create and participate in research and development projects that they would not be able to accomplish without these telecommunications assets.
- The **National LambdaRail** is a communications network that will link the country's most powerful computers into an advanced network for research and technology development. Louisiana's research universities have committed \$5 million over five years to help route this network through our state, instead of bypassing Louisiana as originally planned. The LambdaRail has significant implications for economic development, as it gives Louisiana an opportunity to become a major player in high-performance computing and network technology.
- The **Broadband Advisory Council** was created by the Legislature (HB 1265) to develop a coordinated statewide broadband access and usage policy and a statewide plan to encourage cost-effective broadband access with particular emphasis on rural and underserved areas. Universal broadband access is crucial for economic development, as companies competing in today's economy must be able to communicate and do business via fast Internet connections, and citizens need access to online training and information that can improve earnings and quality of life. Governor Blanco has committed to universal access to broadband within five years.
- **HCR 58** urging the formation of a **Subcommittee on Science and Technology of the Joint Committee on the Budget** was passed by the Legislature. A science and technology committee is an important way to inform legislators about new technologies, technology initiatives, and technology-based businesses that can lead to the creation of high quality jobs for Louisiana citizens, thereby increasing incomes and wealth.
- **Statewide Wet Lab Incubator Infrastructure.** In the 2004 legislative session, the Legislature passed an additional investment of about \$2.8 million for the three 60,000-square-foot wet labs in Shreveport, Baton Rouge, and New Orleans. The wet lab incubators in Shreveport and Baton Rouge are expected to open in the summer of 2005. Funding for the wet labs remains a priority for the Economic Development Council, and is included as a recommendation in *Action Plan 2005*, as the Council believes the state must continue to invest in the infrastructure needed to grow and attract high wage, high growth companies.
- **Louisiana Gene Therapy Consortium** is a collaborative effort between Tulane University and LSU Health Sciences Center - Shreveport and New Orleans. These institutions conduct research through the Louisiana Gene Therapy Consortium (LGRC), a cooperative endeavor between institutions of higher education in the state to 1) increase gene therapy research, 2) increase jobs and training in bio-technology, and 3) educate the public in genetics and gene therapy.

In 2004-05, the LGTRC received \$3.1 million from the Board of Regents for operational expenses at three member institutions for recruitment and other purposes. In addition, it received \$1.94 million for operational expenses for the Good Manufacturing Practices (GMP) facility through Louisiana Economic Development. These costs are associated with ramping up for the clinical manufacturing facility. The Consortium also received \$200,000 in capital outlay for the Shreveport program to buy new equipment for a new researcher.

- **Small Business Support**

Providing assistance to small, entrepreneurial businesses helps strengthen these companies and improve their opportunities to thrive. Several initiatives designed to help small companies were accomplished by state agencies or passed by the legislature in the past year. These initiatives focus on increasing the availability of seed capital for early stage companies, assistance to small businesses and entrepreneurs, and loans and assistance to low-income entrepreneurs, as described below:

- **Equity Venture Funds.** Three new equity venture funds closed in 2004. The Louisiana Economic Development Corporation (LEDC) invested in two of these funds, while the third is using CAPCO money. The funds receiving investments from LEDC are Louisiana Ventures, LLC (Shreveport) and Louisiana Fund 1, associated with the LSU Research and Technology Foundation. LEDC funds were committed in 2003, but actually invested when the funds closed in 2004. A third fund, the Louisiana Technology Fund, is operated jointly by four research parks around the state to invest CAPCO funds that must be invested in early stage companies (as a result of a 2002 statutory change related to CAPCOs). All three will provide funds for early stage companies.
- **Angel Capital Network.** The Louisiana Angel Network is a nonprofit focused on bringing together entrepreneurs with companies ready for angel-round funding with investors. Although not a state funded program, this angel network should help accomplish one of the recommendations that has appeared in *Action Plans 2003* and *2004* – the creation of angel capital networks in the state.
- **Small & Emerging Business Development Program,** which received \$309,000 to provide assistance to small businesses throughout the state.

- **Workforce Training**

In the area of training, the Incumbent Worker Training Program was again funded at \$50 million for the year, and funding was provided aimed at increasing the supply of healthcare workers. In addition, the Louisiana Task Force on Workforce Competitiveness was created to develop recommendations to make Louisiana's workforce training systems more responsive to the needs of companies.

- The Louisiana Task Force on Workforce Competitiveness was created by Executive Order in January 2005. This task force is being asked to develop a vision and the means for achieving the vision to have a workforce training system that is responsive to the needs of companies. The task force is expected to have

preliminary recommendations that require legislative action ready for mid April, and a final report completed in August 2005.

- Louisiana's **Incumbent Worker Training Program (IWTP)** is the largest fund for customized and off-the-shelf training for businesses in the country. The Legislature again appropriated \$50 million for the fund in 2004-05.
- Health Care Workforce shortage was addressed by the Legislature through a \$3 million appropriation. These funds are being used to address the shortage of nursing and allied health professionals in Louisiana.

- **Education**

In the area of education, emphasis on pre-kindergarten education continued, as did support for accountability to improve student achievement. These initiatives are outlined below.

- **Pre-Kindergarten Education Funding.** The Legislature provided \$49 million in continued funding for Louisiana's successful Pre-K programs. This appropriation along with TANF funds will allow the LA -4 (pre-k) program to continue at the current funding level.
- **Minimum Foundation Fund.** The 2004 Legislature increased Minimum Foundation Program (MFP) funding to a total of \$2.6 billion, which fully funds the new formula. Funding was also provided for charter schools and the new recovery school district.
- **Accountability.** The 2004 Legislature committed \$52 million in continued funding for the Accountability Program. The appropriation included an increase of \$1.3 million for High Stakes Remediation and Testing to continue our number-one ranked school accountability efforts. The remediation funds may be used for LEAP summer school (children who failed the assessment in the spring) or tutoring (additional instruction for students at risk of failing the LEAP assessment).
- **Community College Funding.** The 2004 Legislature appropriated an additional \$5 million for enrollment growth at the community colleges.
- **Endowed Chairs and Professorships** provided an additional \$4.6 million to partially address the backlog of private donations to fund endowed chairs and professorships at Louisiana's public colleges and universities.

- **Louisiana Economic Development Council**

Although not specifically recommended by the Council in *Action Plan 2004*, several changes intended to improve the effectiveness of the Louisiana Economic Development Council were made. SB 726 added two new Council members, added two task forces, and requires an annual meeting with the Senate and House Commerce committees. Changes include:

- Increasing the number of Council members by 2 (from 20 to 22 members)
 - One representing the Small Business Entrepreneurship Commission

- One representing the Commission on Women's Policy and Research.
- Charges the Small Business Entrepreneurship Commission and the Commission on Women's Policy and Research to serve as Council task forces
- Requires the chairs of the Senate and House Commerce Committees to hold a public hearing by March 1 of each year in order to receive testimony from the Council concerning the current action plan.

Council Work For The Year

The Council's master plan for economic development, *Louisiana: Vision 2020* was originally published in 1999. Since that time, five annual action plans and an update of the original *Louisiana: Vision 2020*, known as *Louisiana: Vision 2020, 2003 Update*, have been published. These documents are available electronically at <http://vision2020.louisiana.gov> and through the Department of Economic Development's website, www.led.state.la.us.

This sixth annual action plan, *Action Plan 2005*, is the culmination of the work of the Council for fiscal year 2004-05. As in previous annual reports, this document sets forth the Council's recommendations for implementation during the coming year and reports on the successes and shortcomings of last year's recommendations.

The 100+ benchmarks the Council uses to measure progress toward our *Vision 2020* goals are available on the Web at <http://vision2020.louisiana.gov>. Accountability is a vital part of the *Vision 2020* process.

The Economic Development Council accomplishes much of its work through its task forces. These task forces examine issues within their areas of responsibility, monitor benchmarks, and propose recommendations and strategies for implementation each year. The appropriate implementing agency develops the action plans for each strategy. The task forces presented the recommendations to the full Council for the determination of the priorities for *Action Plan 2005*. The nine task forces are:

- **Agribusiness**
- **Culture, Recreation, and Tourism**
- **Education/Workforce Development**
- **Energy & Basic Industries**
- **Environment**
- **Finance and Capital**
- **Infrastructure**
- **Science & Technology/Diversification**
- **Tax, Revenue, Programs & Incentives**

Two additional task forces are being added as a result of legislation passed in the 2004 Regular Session. The Small Business Entrepreneurship Commission and the Commission on Women's Policy and Research will serve as these task forces.

More detailed information relating to Council meetings and activities is included in Appendix C.

Council Recommendations

Action Plan 2005 contains 43 recommendations for action in the coming year. The recommendations focus on a broad range of issues important for economic development in Louisiana. Some are new, some are updated versions of previous recommendations, and some are a repeat of last year's recommendations. The numbering is for reference only and *does not* signify priorities.

The recommendations are divided into categories that generally describe areas the Council believes are important for economic development. Categories include:

- A. Economic Development Mission
- B. Marketing
- C. Workforce Training
- D. Education
- E. Business Climate
- F. University-Industry Interactions
- G. Capacity Building
- H. Cluster Development
- I. Quality of Life

A. Economic Development Mission:

The Economic Development Mission category includes one recommendation that is important for economic development in Louisiana.

1. Economic Development Mission

Charge every state agency and postsecondary academic board and institution to define its role in economic development.

- Require every state agency and postsecondary board and institution that has not included economic development as a part of its mission statements to do so by December 2005.
- Require every state agency and postsecondary board and institution to submit in writing its role within economic development to the Louisiana Economic Development Council, identify the elements of economic development it will address, and identify interagency/inter-institution collaborative projects to further economic development efforts by December 2005.

B. Marketing:

The Marketing category includes one recommendation that focuses on marketing Louisiana and international marketing for Louisiana's businesses.

2. Public Relations Campaign

Develop and fund a marketing and public relations campaign for Louisiana targeted to Louisiana citizens and out of state businesses.

- Develop with the assistance of marketing and public relations professionals, a marketing and public relations campaign that focuses on conveying the benefits of doing business in Louisiana and the positive changes occurring in the state.
- Coordinate this initiative with other state marketing and public relations efforts, including tourism and convention business initiatives.
- Provide increased funding for this marketing and public relations campaign.
- Increase funding and support for marketing Louisiana to out of state businesses, with a special focus on export opportunities and new foreign direct investment.

C. Workforce Training:

The Workforce Training category includes three broad recommendations that focus on how Louisiana delivers workforce training services and encourages ongoing training. Skills and capabilities of the workforce are key elements for companies seeking to start or remain in, expand, and relocate to Louisiana. Workforce training must remain a focus for Louisiana.

3. Training Focused on Company Needs

Make workforce training programs and funds responsive to the needs of companies and the skills needs of emerging technology companies.

- Create a system or single point of contact to improve access to state workforce training resources.
 - Gather and analyze data from companies to assess their workforce needs, with a special emphasis on the state's targeted clusters
 - Convene a workgroup consisting of representatives of industry and involving secondary and postsecondary education to coordinate on recommendations on how to meet industry needs.
 - Develop a method to anticipate needs of emerging technology companies and begin to address those needs
 - Develop a comprehensive inventory of nationally recognized, industry-specific certifications and meet with industry leaders to assess the need for these certifications in each targeted industry cluster.
 - Expand offerings of associate degrees
 - Emphasize and expand articulation (seamless awarding of advanced credit from one level and institution to the next) between secondary and postsecondary programs and institutions.
 - Support changes to streamline and improve the Incumbent Worker Training Program to provide basic skills and workplace literacy training for current, new, and prospective employees.
 - Support Health Works Commission efforts to coordinate all healthcare workforce education and training, and ensure that related policy is based on valid and reliable supply and demand data and occupational forecasting.
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4. Education & Training Throughout Work Lives

Increase the proportion of Louisiana citizens with access to education, training, and retraining throughout their work lives, including basic skills, soft skills, and d/or technical skills upgrade.

- Market and provide incentives to all Louisiana citizens to encourage continued education, training, and retraining at all levels from basic skills through GED, technical training, and degreed.
- Incorporate entrepreneurship training and concepts at every level of the education/training pipeline.
- Provide incentives to public school districts, community & technical colleges, and universities to become more involved in adult learning.
- Develop Lifelong Learning Loans with special low interest rates, long maturities, and deferred payments.
- Increase access to affordable childcare, transportation, and counseling to support education, training, and employment.

5. Training for Under-employed and Unemployed

Establish a fund to support training of unemployed and underemployed workers to meet the training needs of new and expanding companies.

- Create a fund to fill the gap in funds for training unemployed and underemployed workers to meet the employment needs of new and expanding companies.

D. Education:

High quality education is required for Louisiana to develop a 21st century workforce, and on-going education is required to meet today's workforce needs. *Vision 2020* challenges Louisiana to be a "Learning Enterprise, an entity that values knowledge and treats the pursuit and utilization of that knowledge as its most important business." The five recommendations included in this category relate to improving educational outcomes for all Louisiana students from pre-kindergarten through postsecondary education. A new recommendation related to adult literacy and health literacy is also included.

6. Pre-Kindergarten

Permanently fund universal pre-kindergarten education programs, beginning with at-risk children, to increase their competency levels in motor, social and appropriate cognitive skills.

- Continue to seek state, federal, and interagency funds in order to provide 100% universal access to high-quality early childhood education.
- Develop a comprehensive system for providing early childhood services, including education, head start, and private childcare.
- Continue to design early childhood education credentials appropriate for emerging federal highly qualified teacher policies.
- Examine effective models for integrating parenting education and adult learning opportunities for parents of pre-kindergarten students.
- Conduct on-going critical evaluations of LA 4 to determine the educational and fiscal value of the program.

7. K-12 Achievement and Funding

Maintain and strengthen the K-12 School and District Accountability Program to create more effective schools and teaching that improve student academic achievement and close the achievement gap and provide the funding needed to achieve the academic goals and life skills training needed for a quality education system.

- Maintain or expand and fund programs to support School and District Accountability and close the achievement gap.
- Increase professional development for teachers and administrators
- Increase leadership training at all levels
- Research best practices and design programs to implement high school redesign
- Increase the number of technical training options available to high school students
- Research best practices and design programs to decrease the number of dropouts

- Link teacher pay to classroom performance and skills.
- Continue to maintain or expand funding for School and District Accountability, Distinguished Educators, teacher quality, enhanced student assessment, remediation, Learning Intensive Networking, Louisiana Educational Accountability Data System (LEADS), Teacher Assistance and Assessment, K-3 Reading and Math, School Leadership Development, and Classroom-Based Technology.

8. Technology in Education Master Plan

Develop a comprehensive, integrated master plan and budget for using technology to both improve the overall efficiency of school systems and to increase student achievement, and recommend options for funding.

- Convene a public/private working task force to design and oversee a comprehensive study that has two broad, distinct goals:
 1. Research the use of technology as a tool to improve efficiency in school systems, such as which technologies have the greatest impact on school efficiency, how many people are using those technologies, how many school districts are pursuing paperless solutions and electronic communication with parents and administrators, etc. Recommendations should outline benchmarks for tracking and improving efficiency and strategies for implementing new solutions.
 2. Research strategies and best practices regarding which technologies and practices have the greatest impact on student achievement, analyze the current usage of those technologies in Louisiana, and recommend technologies to adopt or expand access to. Goals and recommendations for technology penetration in schools should follow a deeper understanding of the impact of those technologies on student achievement.
 3. Research options for providing a stable funding base for technology improvements in Louisiana schools, and make recommendations for creating a dedicated funding base to support the installation and upgrading of information technology infrastructure and resources for Louisiana's pre-kindergarten-20 schools.

9. Postsecondary Education and Funding

Increase the number of students completing postsecondary education programs and increase postsecondary education funding to ensure excellence in the classrooms and research leadership.

- Implement of the Five-year Funding Plan to reach 2005 target for pupil spending for higher education.
- Implement the Five-year Funding Plan, working toward being in the top quartile in faculty salary within SREB states.
- Complete the comprehensive assessment of postsecondary education facility needs, develop a plan to address those needs, and identify options for financing implementation.
- Examine possible funding mechanisms for increasing access to postsecondary education for working adults and undereducated and out-of-school youth.
- Investigate ways to address the dual credit/dual enrollment issue that prevents funding of students attending both high school and a community or technical college (BESE and Regents).
- Increase the number of associate degrees and certifications
- Raise admission standards in compliance with the Master Plan for Public Postsecondary Education
- Improve graduation rates
- Target R&D funding to fields that can support knowledge-based industries/companies

10. Adult/Health Literacy

Inventory adult literacy and health literacy programs statewide.

- Inventory adult literacy programs throughout Louisiana, including those provided by the public, private, and nonprofit entities. Identify whom they serve, how many they serve, where they serve (geographically), how they are assessing needs, results of the services, etc.
- Inventory health literacy programs throughout Louisiana, including those provided by the public, private, and nonprofit entities. Identify whom they serve, how many they serve, where they serve (geographically), how they are assessing needs, etc.

E. Business Climate:

A good business climate is an environment that encourages companies to start, expand, remain, or relocate within a state. Each year, *Site Selection* magazine publishes State Business Climate Rankings for the top 25 states. The 2004 survey ranks Louisiana 20th, which is down slightly from 17th in 2003 but still ahead of the 25th in 2002. These rankings indicate that much remains to be done.

Business friendly taxes and incentives are important for a good business climate. Equity and debt capital are also essential for companies and particularly critical for growth of emerging technology companies. The Council has included eight recommendations related to the state's business climate in *Action Plan 2005*.

11. Tax Incentive Programs

Maintain & streamline current programs and evaluate new incentive programs.

- Improve efficiency of economic development incentive programs by consolidating incentive databases, reviewing internal handling of incentive-related requests, and analyzing opportunities to streamline handling of applications and information.
- Provide incentives to encourage businesses to modernize or re-invest in Louisiana so that they may sustain and grow current operations in Louisiana with a focus on job retention.
- Renew the R&D Tax Credit program (expires in 2006).
- Evaluate the impact of Ohio's federal court case pertaining to incentive programs concerning interstate commerce.
- Compare Louisiana's incentive package to those offered by other countries.
- Establish tax-free zones in "Renewal Communities."

12. Tax Code Changes

Update the tax code to remove disincentives to investment and modernization and ensure fairness in assessments.

- Modify existing income and corporate franchise tax structure to encourage retention and growth of business headquarters:
 - Define "commercial domicile" to encourage business locations in Louisiana;
 - Eliminate tax on corporations' non-business income; and
 - Create a single income tax and franchise tax apportionment factor.
 - Remove new debt from the Louisiana franchise tax base.
 - Continue to improve the implementation of fair and equitable property tax assessments.
-

13. Streamlined Sales Tax Project

Adopt necessary statute changes to conform Louisiana's laws to the Streamlined Sales Tax by 2006.

- Create a working group that includes taxpayers, representatives of the Governor's Office, Legislature, local governing bodies and Department of Revenue to recommend specific changes to Louisiana's statutes and draft the necessary legislation.
 - Educate legislators, the public, and local leaders about the Streamlined Sales Tax Project.
-

14. Angel Capital

Promote angel investing by developing angel networks, linking companies to these networks, and creating incentives for investing.

- Develop a mechanism to provide training focused on the logistics of building angel investor networks within the state.
 - Establish links between investors and companies needing investment.
 - Create an angel investor tax credit to encourage angel capital investments.
-

15. Early Stage Capital

Assess existing public programs in Louisiana that provide capital for startups, and evaluate their effectiveness in supplying early stage capital.

- Review the CAPCO and Louisiana Economic Development Corporation's efforts to encourage early stage investment and the results.
 - Identify best practices in other states; review policies, rules, and legislation to identify barriers; outline a program; identify and secure funding, and implement the program.
-

16. Legal Reform

Develop recommendations for legal reforms related to class action litigation and excessive, non-compensatory damages and punitive awards in litigation.

- Charge the Secretary of Economic Development with gathering input from the private sector on the litigation issues of concern to business and potential solutions.
 - Propose solutions, including legislation, to remedy these problems
-

17. Permitting and Regulatory Processes

Continue to revamp the process for obtaining environmental and natural resources permits to provide a more streamlined and timely process that ensures compliance but also expedites them to ensure that Louisiana can take advantage of business opportunities.

- Continue to work to reduce paperwork and allow parts of the permit process to be done electronically.
- Continue to seek common ground from agencies to streamline the process.

18. Health Care

Improve the availability and affordability of quality health care.

- Explore requiring businesses supported by state tax incentive programs to offer payment of their employees' health insurance premiums.
- Work with the Governor's Health Care Reform Panel to explore ways to make health insurance more accessible to employers and uninsured employees.
 - Support the Department of Health and Hospitals' application for a Health Insurance Flexibility and Accountability (HIFA) waiver to help small businesses and working families afford health coverage.
 - Consider ways to help businesses pool their resources to offer health coverage to their employees.
- Encourage and support the expansion of workplace wellness programs among employers.
- Improve access to care by supporting the Health Works Commission in efforts to reduce the ongoing shortage of nursing and allied health professionals.
- Support rural health care access improvements through the expansion of rural health clinic and federally qualified health center networks and physician recruitment and retention incentives.
- Leverage the resources of the Delta Regional Authority to develop the rural health care infrastructure.
- Improve health care providers' responsibility for health literacy by supporting the health literacy training proposal of the Louisiana Interagency Task Force on Health Literacy, which advocates training medical professionals on ways to improve patients' ability to self-medicate, recognize adverse treatment reactions, etc.

F. University/Industry Interactions:

Universities play an important role in economic development. Technology-intensive industries require highly trained employees, seek expertise that can be provided by university faculty and staff, seek access to specialized equipment not otherwise available to them, and may seek to license technology developed at universities. Studies show that many companies seek to locate in close proximity to a university.

However, proximity to a university is only an advantage if the university is user friendly – that is, if it is easily accessible to companies and their employees. The recommendation included in the University/Industry Interactions category is intended to make it easier for companies and their employees to access technology, people (expertise), and equipment at Louisiana's universities.

19. University Technology Transfer

Develop and adopt one set of technology transfer policies for all publicly supported Louisiana institutions of higher education, and provide funding for university technology transfer offices through a dedicated fund housed within Louisiana Economic Development.

- In order to make it easier for companies to work with state universities, develop a uniform set of technology management policies for all state universities that relate to the transfer and commercialization of university-developed technologies
 - Clarify the ownership of technology when university faculty and staff serve as consultants to companies.
 - Encourage the adoption of a uniform set of technology management policies and practices by providing operational funds to technology transfer offices after the policies have been adopted.
-

G. Capacity Building

Establishing the environment and conditions necessary for economic growth, particularly for technology-intensive companies, is critical for Louisiana's economy. The *Action Plan 2005* recommendations in this category focus on building capacity for growth and development in Louisiana.

20. Adequate Funding for Louisiana Economic Development

Fund LED adequately to support expansion and retention of existing Louisiana businesses and to market and recruit nationally and internationally.

- Fund LED's request for a \$5 million marketing fund
- Develop a stable funding stream for state and regional economic development programs
- Expand programs that provide the information and skills that businesses need to create wealth through international business and trade

21. Rural & Community Development

Develop a comprehensive strategy for rural and community development.

- Create a working group that includes representatives of the Governor's Office of Rural Development, Louisiana Economic Development, the Legislature, other appropriate state agencies (e.g., DOL, DHH, DSS, DOTD, DOE, DRA, LCTCS, etc.), the LSU AgCenter, Southern University Ag Center, and representatives of rural areas and small communities.
 - Identify promising practices in rural and community development.
 - Identify components that need to be addressed in Louisiana's strategic plan for rural and community development.
 - Assess regional economic development strategies and how they can support rural areas.
 - Develop a scope of work, determine funding needs, and identify possible sources of funds.
-

22. Statewide Broadband Internet Backbone

Expand access to broadband Internet connectivity throughout the state.

- Develop a strategic plan to make universal access to cost-effective broadband Internet service available to all Louisiana citizens, businesses, and households.
- Develop a plan to encourage the fullest use of those services by Louisiana citizens, with special emphasis on rural and underserved areas.
- Submit the strategic plan to the Governor and Commissioner of Administration prior to the beginning of the 2005 Regular Session of the Legislature.

23. Louisiana Optical Network Initiative

Deploy high speed networking resources via the Louisiana Optical Network Initiative (LONI) to enhance basic and applied research to facilitate economic development in Louisiana.

- Establish the technical connection (node) with the National LambdaRail in Baton Rouge.
- Secure and deploy parallel processing capability on designated research campuses in order to create the Grid Computing functionality as an integral capability of the LONI infrastructure.
- Create and enable the administrative structure required to utilize the LONI infrastructure as a research and economic development tool, encourage and facilitate collaborative research projects between and among Louisiana's research institutions, and seek ways to allow commercial users to benefit from the LONI infrastructure in order to generate maximum economic development benefits as soon as appropriate.

24. Access Louisiana

Continue to build the Access Louisiana Portal (AccessLouisiana.com), formerly known as the Louisiana Commerce Exchange System (LACES), and encourage its adoption and use by universities and economic development organizations across the state.

- Require all state universities to provide data to populate the Access Experts database, which is one of the databases available through the Access Louisiana Portal.
- Encourage Louisiana economic development organizations to encourage companies to register and utilize the Access Business database, which is one of the databases available through the Access Louisiana Portal.
- Encourage Louisiana economic development organizations to publicize and use the Access Louisiana Portal
- Encourage appropriate entities to provide site data for the Access Sites database, which is one of the databases available through the Access Louisiana Portal.

25. Entrepreneurial Support and Training

Develop a master plan for entrepreneurship support and education to build capacity throughout Louisiana.

- Analyze the state's entrepreneur and small business development and outreach programs for effectiveness, and support efforts to increase entrepreneurial activity statewide, particularly those that can be implemented at the community/regional level.
- Unite the state's entrepreneurship support organizations into a partnership that acts as a regional and statewide pipeline designed to meet the needs of Louisiana entrepreneurs.
- Increase funding to increase capacity and capabilities of the Small Business Development Centers (SBDCs) and the Small and Emerging Business Development Program.
- Investigate best practices for entrepreneurial education programs, including the use of Workforce Investment Act funds.
- Expand business development programs that encourage the growth of small, minority, and women-owned businesses and businesses.

26. Fighting Poverty Through Entrepreneurship

Reinvigorate Louisiana's nationally recognized Microenterprise Development Program within Louisiana Economic Development and investigate other programs such as the SBA HUBZone program to support self-sufficiency through self-employment in order to increase incomes and wealth among underserved populations in rural and urban areas.

- Fund a network of regional Microenterprise Development (MED) organizations to provide entrepreneurial and economic literacy training, mentoring, and financial counseling to help low- and moderate-income individuals interested in starting or stabilizing a business create wealth through self-employment.
- Provide funding for micro loans to those businesses
- Provide funding for specialized training and technical assistance throughout the life of the client's loan (if applicable), and beyond, to address specific problems including legal issues, accounting, accessing markets and expansion.
- Provide funding for the Small & Emerging Business Development Program to support the Microenterprise Development Program.
- Investigate and make recommendations on the implementation of the Small Business Administration's historically underutilized business zone - "HUBZone" program in Louisiana
 - Evaluate the HUBZone programs in other states
 - Recommend a plan of action, if appropriate, to the Louisiana Economic Development Council

27. International Markets

Support and fund activities to increase new foreign direct investment and increase Louisiana companies' exports to foreign markets.

- Budget funds to market the state internationally and increase exports by Louisiana companies.
 - Increase international representation in target markets
 - Provide information and assistance to companies to help them increase exports
 - Inform companies of the funding and expertise available through the U.S. Export Assistance and Trade Adjustment Assistance programs
 - Build educational relationships with schools that have an international focus
-

28. Transportation Hub

Position Louisiana as a globally competitive transportation hub.

- Pursue implementation of the Louisiana Statewide Transportation Plan to promote economic growth, improve competitiveness of Louisiana industries, capitalize on international trade opportunities, and enhance the quality of life.
 - Accelerate completion of projects included in the Transportation Infrastructure Model for Economic Development (TIMED).
 - Improve coordination among transportation agencies and authorities to facilitate the movement of people, goods and services on a multimodal transportation system.
 - Develop a comprehensive plan for the re-emergence of Louisiana as a maritime commerce load center (i.e., a dominant state in import/export).
 - Give priority in state expenditures to matching available federal construction funds before funding new initiatives.
 - Give emphasis to those projects within each Louisiana Statewide Transportation Plan priority grouping (i.e., Priority A, B, C, and D) for which local funding contributions are made available.
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29. Energy Infrastructure Development

Develop a report examining barriers to the development of energy infrastructure with proposals for eliminating the barriers, and monitor progress on an annual basis.

- Identify existing barriers for needed energy infrastructure.
 - Develop proposals for eliminating both state and federal barriers.
-

30. Coastal Preservation and Restoration

Act to protect our coastal wetlands and barrier islands and restore them to a state of sustainable, productive health.

- Implement *Coast 2050*, the State's strategic plan to sustain Louisiana's coastal resources and provide an integrated multiple use approach to ecosystem management.
 - Support efforts to obtain federal funds for coastal restoration.
 - Support the America's Wetlands campaign
-

H. Cluster Development

In order to grow and develop Louisiana's clusters, the state must invest in the research and development and the infrastructure needed by these clusters. The 10 *Action Plan 2005* recommendations in this category focus on these investments.

31. Statewide Wet Lab Incubator Infrastructure

Establish the operation of the regional wet-lab technology business incubators to support the medical/biotechnology, environmental, energy, and food technology clusters in Louisiana and link their practices and resources.

- Maintain capital and operational funding for the wet labs.
- Support the startup operations of the three wet-laboratory incubators in Shreveport, New Orleans, and Baton Rouge, including additional funding for basic laboratory equipment.

32. R&D Funding

Increase investments in research and development, targeting technologies in the state's identified clusters and modeling national best practices.

- Support efforts to increase industry-driven research & development opportunities in cluster technologies.
- Identify applied research interests of cluster companies; analyze industry growth projections; identify existing research strengths in universities; and develop a plan for transferring information on industry research interests and anticipated future growth paths to the universities.
- Evaluate national best practices, such as the Georgia Research Alliance and the Georgia Electronic Design Center, and identify Louisiana university strengths around which centers of excellence, undergraduate and graduate degree programs, and research faculty can be organized in order to connect to private industry sectors.

33. Statewide Visualization Center

Establish the operation of a statewide data visualization facility (the Acadiana Technology Immersion Center – ATIC) to support the medical/biotechnology, environmental, energy, and manufacturing and machining technology clusters in Louisiana.

- Maintain capital and operational funding for the Acadiana Technology Immersion Center
 - Encourage use by university researchers and the private sector.
-

34. Natural Gas Supply

Ensure an adequate supply of natural gas at affordable prices.

- Facilitate the development of natural gas buying pools to stabilize industry costs
 - Continue to facilitate the development of the LNG business in the state
-

35. Energy Technology Research

Develop an energy research strategy for the state.

- Convene a cross-functional team with representatives from industry, academia, and government to work with the Center for Energy Studies to prepare the blueprint.
 - Develop a blueprint for energy research that is of interest and relevance to Louisiana industries, universities and the state, including but not limited to alternative fuels including the use of biomass, cogeneration, hydrogen-fuel, improved efficiencies, and improved oil and gas production technologies both onshore and offshore.
 - Identify and propose funding mechanisms to accomplish the priorities.
-

36. Environmental Resources at Universities

Identify research capabilities of existing environmental centers at Louisiana universities and promote those research capabilities as a resource for addressing Louisiana's environmental challenges.

- Identify environmental research centers and areas of expertise
 - Investigate the feasibility of adding this organized information on the centers to the Access Louisiana database
-

37. Ecotourism

Enhance ecotourism in Louisiana.

- Identify ecotourism companies, nonprofits, and state government facilities.
 - Convene a meeting or conference to begin a dialog among these groups
 - Investigate interest in a statewide association that could facilitate networking, provide information, and possibly offer seminars on topics such as marketing and business development
 - Broaden recognition of Louisiana as a sportsman's paradise
-

38. Coordinate Tourism & Convention Business with Economic Development

Expand tourism through economic development partnerships.

- Establish a central information clearinghouse to providing an efficient line of communication and create opportunities for joint initiatives and program coordination in domestic and international market places by November 30, 2005.
- Employ the Internet to link State economic development, tourism, and agribusiness websites to capitalize on the popularity of Louisiana to attract and retain industry, retirees, and employees to the State.

39. Value Added Agricultural Activities

Develop and implement incentive programs that will stimulate value-added business development in agriculture, forestry, and fisheries.

- Provide additional funding for operations and equipment at the Louisiana Forest Products Development Center (LFPDC).
- Facilitate LFPDC involvement in developing regional wood products sector development initiatives, including providing support for existing companies and conducting research and development activities that could lead to new and/or improved products and processes for commercialization in Louisiana.
- Utilize value added grant funding opportunities available from various sources, particularly the United States Department of Agriculture, to fund joint research projects for the LSU AgCenter and Louisiana companies.
- Establish a method of value added information exchange for agricultural/forestry/fisheries producers, existing value added companies, agency leadership and university expertise.

40. Plant and Animal Bio-Technology

Explore emerging technologies associated with bio-fuels (converting biomass into liquid fuels for transportation), bio-products (converting biomass into chemicals for making products typically made from petroleum), and genetically modified plants and animals that can yield better foods and drugs.

- Continue to explore new market and technology development opportunities for bio-based fuels, power, and other products, with the Renewables Council of Louisiana (RCL) fostering agency and private sector dialogue.
- Support all opportunities critical to bringing commercial entities into full utilization of the statewide wetlab incubator network.
- Support the commercialization process for new products emerging from the process of bio-technology research and development.

H. Quality of Life

Establishing an environment where people want to live is important for Louisianians as well as for retaining, recruiting, and attracting businesses. The *Action Plan 2005* recommendations in this category focus on improving the quality of life in Louisiana.

41. Beautification

Develop a comprehensive plan to beautify the state.

- Encourage the Office of the Governor and Lieutenant Governor to lead an effort to develop a beautification plan that would incorporate existing programs such as the DEQ Litter Abatement Program, the DOTD Adopt-a-Highway and Transportation Enhancement Programs, the DCRT Main Street program and various local programs concerning blighted housing and buildings.

42. Atchafalaya Basin

Preserve and enhance the Atchafalaya Basin Program in order to preserve and promote the unique history, culture, and natural aspects the Basin offers to Louisiana citizens and visitors.

- Encourage progress on the Atchafalaya Basin Master Plan to restore, protect, and make the Atchafalaya Basin accessible, where appropriate, to the public.

43. System of Bike & Pedestrian Paths

Increase the availability of bicycle and pedestrian facilities to increase the attractiveness of Louisiana to tourists and enhance quality of life for residents.

- Complete a study to identify existing and planned bicycle facilities as well as opportunities for new facilities.
-

Appendix A

Action Plan 2005 Recommendations

Action Plan 2005 Recommendation 1:

Vest all state agencies and public postsecondary education boards and institutions with responsibility for economic development.

Vision 2020 Goals: Two -- The Culture of Innovation
 One -- A Learning Enterprise
 Three -- A Top Ten State

Vision 2020 Objectives:

2.6: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

3.1: To increase personal income and assets of all citizens

Benchmark(s):

Benchmark	Base	Update	2003	2023
This recommendation affects all of the <i>Louisiana: Vision 2020</i> benchmarks.				

Strategies:

Strategy 1: Infuse the concept that economic development is a responsibility of every state agency and postsecondary academic board and institution

Action Plan:

1. Require the agencies that have not yet included economic development as a part of their mission statements to do so by January 2006
2. Require the postsecondary education boards that have not included economic development as a part of their mission statements to do so by January 2006
3. Require the postsecondary education institutions that have not included economic development as a part of their mission statements to do so by January 2006

Strategy 2: Charge every state agency and postsecondary academic board and institution with defining their role within economic development.

Action Plan:

1. Require every state agency and postsecondary board and institution to submit in writing to the Louisiana Economic Development Council its role(s) related to economic development by December 2005.
2. Require every state agency and postsecondary board and institution to submit in writing to the Louisiana Economic Development Council the elements of economic development it will address (e.g., education that meets the needs of technology-intensive industry, physical infrastructure, broadband capacity, research & development dollars, seed and venture capital, access to quality local healthcare, workforce trained to meet the needs of technology-intensive industry, licensed patents, etc.) by December 2005.
3. Require every state agency and postsecondary board and institution to submit in writing to the Louisiana Economic Development Council interagency/inter-institution collaborative projects to further economic development efforts by December 2005.

Benefits:

- Emphasizes to all agencies that their actions affect economic development and economic well-being in the state
- Emphasizes to all postsecondary education institutions understand that they have a direct impact on economic development through education, training, research, technology development, and technology transfer
- Improves competitiveness of Louisiana businesses

Cost: No additional funds needed at this time

Funding Source: NA

Implementing Agency(s): All agencies, all postsecondary education boards and institutions

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
All benchmarks affected. Selected benchmarks that will be impacted include:		
2	2.8	2.8.1: State bond rating
2	2.1	2.1.7: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income as a percentage of U.S. per capita income by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks

Action Plan 2005 Recommendation 2:

Develop and fund a marketing and public relations campaign for Louisiana targeted to Louisiana citizens and out of state businesses.

Vision 2020 Goals: Two - The Culture of Innovation
Three – Quality of Life

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 3.1: To increase personal income and assets of all citizens

Benchmark(s):

Benchmark	Baseline Data	Current Data	Target 2003	Target 2018
3.1.1: Per capita income as a percentage of the U.S. per capital income	(1996) 81%	(2003) 83%	87%	106%

Strategies:

Program Strategy 1: Prepare a marketing and public relations campaign

Action Plan:

1. Obtain assistance from marketing and public relations professionals to develop a marketing and public relations campaign that focuses on conveying the benefits of doing business in Louisiana and the positive changes occurring in the state.
2. Coordinate this initiative with other state marketing and public relations efforts, including tourism and convention business initiatives.
3. Provide adequate funding for this marketing and public relations campaign.
4. Increase funding and support for marketing Louisiana businesses to out of state businesses, with a special focus on export opportunities and new foreign direct investment.

Benefits:

- Citizens within and outside of Louisiana have a better understanding of the positive changes that have been made to make Louisiana a better place to live, work, and do business
- Citizens within and outside of Louisiana have a better understanding of the advantages of doing business in Louisiana
- Louisiana citizens focus on and talk about good things happening in Louisiana

Cost: TBD

Implementing Agency: Office of the Governor & Louisiana Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.5	1.5.2: New business starts
3	3.1	3.1.2 Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

*Category: Workforce Training
Training Focused on Company Needs*

Action Plan 2005 Recommendation 3:

Make workforce training programs and funds responsive to the needs of companies and the skills needs of emerging technology companies.

Vision 2020 Goals: One - The Learning Enterprise
Two - The Culture of Innovation

Vision 2020 Objectives:

- 1.10: To build a workforce with the education and skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs
- 1.9: To make workforce education and technical training programs widely available at the secondary and post-secondary levels

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
1.9.2: Residents earning industry-based certifications	(2000) 9,016	(2003) 16,140	To be set	
1.9.1: Percentage of residents who have received an Associate degree	(2000) 3.5%	(2004) 4%	5%	14%
1.10.1: Percentage of residents over age 18 with a high school degree or GED equivalent	(1995) 76%	(2004) 78.8%	81%	95%
1.10.3: Residents completing training annually through the: Incumbent Worker Training Program Workforce Investment Act	(1999-2000) 929	(2001-02) 10,259 2,093	To be set	

Strategies:

Program Strategy 1: Focus workforce training programs on the needs of companies

Action Plan:

1. Create a system or single point of contact to improve access to state workforce training resources
2. Gather and analyze data from companies to assess their workforce needs, with a special emphasis on the state's targeted clusters.

3. Convene within the Workforce Commission a workgroup consisting of representatives of industry and involving secondary and postsecondary education to develop recommendations on how to meet industry needs.
4. Develop a method to anticipate needs of emerging technology companies and begin to address those needs.
5. Develop a comprehensive inventory of nationally recognized, industry-specific certifications and meet with industry leaders to assess the need for these certifications in each targeted cluster.
6. Expand offerings of associate degrees
7. Emphasize and expand articulation (seamless awarding of advanced credit from one level and institution to the next) between secondary and postsecondary programs and institutions.
8. Support changes to streamline and improve the Incumbent Worker Training Program to provide basic skills and workplace literacy training for current, new, and prospective employees.
9. Support Health Works Commission efforts to coordinate all healthcare workforce education and training, and ensure that related policy is based on valid and reliable supply and demand data and occupational forecasting.

Benefits:

- A qualified workforce capable of meeting the needs of Louisiana business & industry
- Higher paying, long-term jobs for graduates
- A strong workforce training system that encourages companies to remain and locate in Louisiana

Cost: TBD

Implementing Agencies: Louisiana Workforce Commission, Board of Regents, Louisiana Community and Technical College System, and the Louisiana Department of Education, Louisiana Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
2	2.1	2.1.1: Number of firms in targeted clusters
3	3.1	3.1.1: Per capita income
3	3.1	3.1.3: Average annual pay ranking (among the 50 states)
3	3.2	3.2.2: Unemployment rate
3	3.2	3.2.1: Poverty rate

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

*Category: Workforce Training
Education & Training Throughout Work Lives*

Action Plan 2005 Recommendation 4:

Increase the proportion of Louisiana citizens with access to education, training, and retraining throughout their work lives, including basic skills, soft skills, and /or technical skills upgrade.

Vision 2020 Goals: One - The Learning Enterprise
Two - The Culture of Innovation

Vision 2020 Objectives:

- 1.10: To have a workforce with the education & skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs
- 1.9: To make workforce education and technical training programs widely available at the secondary and postsecondary levels

Benchmark(s):

Benchmarks	Baseline Data	Current Data*	2003	2023
1.10.1: Percentage of residents over age 18 with a high school degree or GED equivalent	(1995) 76%	(2004) 78.8%	81%	95%
1.9.1: Percentage of residents who have received an Associate degree	(2000) 3.5%	(2004) 4%	5%	14%
1.10.2: Percentage of residents who have graduated from a four year college or university	(1993) 16%	(2004) 22.4%	18%	27%
1.10.3: Residents completing training through: Incumbent Worker Training Program Workforce Investment Act programs	(1999-00) 929 NA	(2001-02) 10,259 2,093	To be set	To be set
1.9.2: Residents earning industry -based certifications	(2000) 9,016	(2004) 20,504	To be set	To be set

Strategies

Program Strategy 1: Market and provide incentives to all Louisiana citizens to encourage continued education, training, and retraining at all levels from basic skills through GED, technical training, and degreed.

Action Plan:

1. Initiate regional partnerships facilitated by regional intermediaries to build delivery systems for adult learning (basic literacy through postsecondary education) in all eight regions. Partner with SREB in their adult learning model.
2. Model employer incentives for adult learning by piloting in at least one government agency the use of credentials in employment and promotion decisions (for example, pilot use of WorkKeys job profiling and assessments in lieu of civil service exam).

Program Strategy 2: Incorporate entrepreneurship training and concepts at every level of the education/training pipeline.

Action Plan:

1. Create a secondary to postsecondary curriculum in entrepreneurship similar to the STAR teacher education course, which will allow articulated credit from secondary to postsecondary.
2. Provide professional development in entrepreneurship to secondary and postsecondary instructors in career and technical courses; include “best practices.”

Program Strategy 3: Provide incentives to public school districts, community & technical colleges, and universities to become more involved in adult learning.

Action Plan:

1. Alter funding formulas to reward enrollment, retention and completion rates of nontraditional adult learners.
2. Bolster adult English as a Second Language (ESL) programs in partnership with employers who employ large numbers of immigrant workers. Emphasize round-the-clock classes at worksites.

Program Strategy 4: Develop Lifelong Learning Loans with special low interest rates, long maturities, and deferred payments.

Action Plan:

1. Implement “forgiveness” loans in high demand occupations.
2. Restructure TOPS Tech scholarships to allow qualified, underserved adults to re-enter the education pipeline and access the funds.

Program Strategy 5: Increase access of employed Louisiana adults to affordable childcare, transportation, and counseling to support education/training and employment.

Action Plan:

1. Inventory availability of affordable childcare, transportation and counseling to support participation of Louisiana adults in basic skills and technical skills upgrades.

2. Ask the Adult Learning Policy Council or other group tasked with implementing the recommendations of the Adult Learning Task Force to designate a group (e.g., a state, regional, or local entity or nonprofit) to design and implement one or more new pilot sites to provide child care, transportation, & career mentoring for underserved adult learners, possibly partnering with DSS & HUD.

Benefits:

- A qualified workforce capable of meeting future skill needs of Louisiana business & industry
- Higher paying, long-term jobs for adults who earn industry -based certifications and complete upgrades

Cost: TBD

Implementing Agencies: Louisiana Workforce Commission, Board of Regents, the Louisiana Community and Technical College System, the Louisiana Department of Education, and, where applicable, school systems.

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
1	1.2	1.2.5: Percentage of high school students scoring at or above "Basic" on Graduate Exit Exam
1	1.4	1.4.2: Percentage of 9 th graders remaining in school through high school graduation
1	1.8	1.8.2: Percentage of students in community colleges transferring to a 4-year college/university
1	1.8	1.8.3: Number of students in high school participating in dual enrollment at a community or technical college
1	1.8	1.8.4: Percentage of 18-24 year olds enrolling in colleges
1	1.11	1.11.1: Percentage of the civilian labor force that is employed (white, black, Hispanic, women)
1	1.11	1.11.2: Employment rate for individuals living with disabilities
3	3.1	3.1.1: Per capita income
3	3.2	3.2.2: Unemployment rate, by region
3	3.2	3.3.4: Poverty rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

*Category: Workforce Training
Training For Underemployed and Unemployed*

Action Plan 2005 Recommendation 5:

Establish a fund to support training of unemployed and underemployed workers to meet the training needs of new or expanding companies.

Vision 2020 Goals: One - The Learning Enterprise
Two - The Culture of Innovation

Vision 2020 Objectives:

- 1.10: To have a workforce with the education & skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs
- 1.9: To make workforce education and technical training programs widely available at the secondary and postsecondary levels

Benchmark(s):

Benchmarks	Baseline Data	Current Data*	2003	2023
1.10.3: Residents completing training through: Incumbent Worker Training Program Workforce Investment Act programs	(1999-00) 929 NA	(2001-02) 10,259 2,093	To be set	To be set
1.9.2: Residents earning industry -based certifications	(2000) 9,016	(2004) 20,504	To be set	To be set

Strategies:

Program or Budget Strategy 1: Seek ways to fund training for unemployed and underemployed workers.

Action Plan:

- Promote legislation and policy changes that align postsecondary, Incumbent Worker Training Program (IWTP), Workforce Investment Act (WIA) funding available for pre-employment training for new and expanding businesses.
- Promote use of regional intermediaries to increase recruitment and retention of unemployed and under-employed workers in education and training to meet the needs of new and expanding companies.

Benefits:

- A qualified workforce capable of meeting the needs of Louisiana business & industry
- Higher paying, long-term jobs for graduates
- A strong workforce training system that encourages companies to remain and locate in Louisiana

Cost: TBD

Implementing Agencies: Louisiana Workforce Commission, Board of Regents, Louisiana Community and Technical College System, and the Louisiana Department of Education, Louisiana Economic Development, Workforce Investment Boards

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
2	2.1	2.1.1: Number of firms in targeted clusters
3	3.1	3.1.1: Per capita income
3	3.1	3.1.3: Average annual pay ranking (among the 50 states)
3	3.2	3.2.2: Unemployment rate
3	3.2	3.2.1: Poverty rate

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 6:

Permanently fund universal pre-kindergarten education programs, beginning with at-risk children, to increase their competency levels in motor, social and appropriate cognitive skills.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:

1.1: To have every child ready to learn by kindergarten

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
1.1.1: Percentage of at risk four year olds enrolled in high quality, developmentally appropriate early education classes	(2000-01) 62%	(2004-05) 85%	76%	100%

Strategies:

Program Strategy 1: Expand the implementation of high quality pre-school program targeting high-risk four-year old children throughout the state.

Action Plan:

1. Continue to seek state, federal, and interagency funds in order to provide 100% universal access to high-quality early childhood education.
2. Develop a comprehensive system for providing early childhood services, including education, head start, and private childcare.
3. Continue to design early childhood education credentials appropriate for emerging federal highly qualified teacher policies.
4. Examine effective models for integrating parenting education and adult learning opportunities for parents of pre-kindergarten students.
5. Through on-going discussion concerning the design of the MFP formula, examine possible methods for fully funding Pre-K programs with state funds.
6. Continue the process for alignment of all early childhood education programs including 8(g) Early Childhood, Starting Points Preschool, LA 4, Title I preschool, Even Start, and Head Start Programs.
7. Conduct on-going critical evaluations of LA 4 to determine the value educational and fiscal value of the program.

Benefits:

- Produces workforce capable of competing in the New Economy
- Children are better prepared for kindergarten
- Children are better able to perform at or above grade level
- Lowers dropout rate

Cost: TBD

Funding Source: State General Fund

Implementing Agency: Louisiana Department of Education

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.2	1.2.1: Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.2: Percentage of 3rd graders reading at 3rd grade level
1	1.2	1.2.3: Percentage of 4 th graders proficient in reading and math
1	1.2	1.2.4: Percentage of 8 th graders proficient in reading and math
1	1.2	1.2.5: Percentage of high school students scoring at/above "basic" on Graduate Exit Exam
3	3.1	3.1.1: Per capita income
3	3.2	3.2. 1: Poverty rate ranking
3	3.2	3.2.2: Unemployment rate (by region)
3	3.5	3.5.1: Index crime rate

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 7:

Maintain and strengthen the K-12 School and District Accountability Program to create more effective schools and teaching that improve student academic achievement and close the achievement gap, and provide the funding needed to achieve the academic goals and life skills training needed for a quality education system.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objectives:

- 1.2: To improve the reading & math skills of every student by high school graduation
- 1.4: To have student completion rates approaching 100 percent for Pre-K – 12 and postsecondary education

Benchmarks:

Benchmark	Baseline Data	Current Data*	2003	2023
1.2.1: Percentage of Louisiana schools that meet or exceed their biannual School Performance Growth Targets as part of the state's K-12 Accountability Program	(1999) 69%	(2001) 69%	69%	98%

*Most recent data available

Strategies:

Program Strategy 1: Continue to maintain or expand and fund programs to support School and District Accountability and close the achievement gap.

Action Plan:

1. Complete revision of training modules for District Assistance Teams.
2. Provide training on District Assistance Team modules through the Regional Service Centers, Department staff, and district personnel.
3. Continue to conduct the School Analysis Model and associated scanning, analysis, and reporting services.
4. Revise the School Analysis Model (Louisiana Needs Assessment) to include trend data including proficiency by subgroup.
5. Develop web-based questionnaires for use with parents, teachers, and school administrators as part of the Louisiana Needs Assessment (LANA)
6. Refine coordination between District Central Office staff and Distinguished Educators.

7. Organize the awarding of Federal School Improvement Funds to Title I schools in School Improvement 2 or higher.
8. Organize the awarding and distribution of School Rewards.
9. Continue implementation of the accountability data validation process.

Deleted:

Budgetary Strategy 1: Continue to maintain or expand funding for K-12 education.

Action Plan:

1. Urge continued funding for programs needed to continue improving Louisiana's schools, including School and District Accountability, Distinguished Educators, teacher quality, enhanced student assessment, remediation, Learning Intensive Networking, Louisiana Educational Accountability Data System (LEADS), Teacher Assistance and Assessment, K-3 Reading and Math, School Leadership Development, and Classroom-Based Technology.

Benefits:

- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expands resources for students
- Increases opportunities for student learning experiences
- Makes school system more attractive to parents, business, and industry
- Improves overall quality of education
- Attracts and retains most qualified teachers
- Provides accountability measure

Cost: TBD

Funding Source: State General Fund

Implementing Agency (Office): Louisiana Department of Education

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.2	1.2.1: Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.2: Percentage of 3rd graders reading at 3rd grade level
1	1.2	1.2.3: Percentage of 4 th graders proficient in reading and math
1	1.2	1.2.4: Percentage of 8 th graders proficient in reading and math
1	1.2	1.2.5: Percentage of high school students scoring at/above "basic" on Graduate Exit Exam
3	3.1	3.1.1: Per capita income
3	3.2	3.2.1: Poverty rate ranking
3	3.2	3.2.2: Unemployment rate (by region)
3	3.5	3.5.1: Index crime rate

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

*Category: Education
Technology in Education Master Plan*

Action Plan 2005 Recommendation 8:

Develop a comprehensive, integrated master plan and budget for using technology to both improve the overall efficiency of Pre-K-12 school systems and to increase student achievement, and recommend options for funding.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:

1.7: To fully integrate information technology resources in schools

Benchmark(s):

Benchmark	Baseline Data	Current Data*	2003	2023
1.7.1: Ratio of students per computer – K-12	(1997) 88	(2004-0) 4.6	5	1
1.7.2: Percentage connected by the equivalent of a T- 1 or better Schools Classrooms	(1999-2000) 72% 55%	(2001-02) 94% 84%	100% 88%	100% 100%
1.7.3: Percentage connected to the Internet2 network 7 Public Universities All other public colleges and universities	43% <5%	2004 100% 25%	100% 100%	100% 100%

*Most recent data available

Strategies

Program Strategy 1: Conduct a comprehensive study that identifies strategies to improve the efficiency of school systems, and recommend options for funding.

Action Plan:

1. Convene a meeting of the State Technology Advisory Committee to oversee the project;
2. Obtain staff assistance
3. Convene a task force to review and revise the Louisiana State Technology Plan.
4. Conduct research to identify specific technologies (e.g., computerized grade “books” for teachers) shown to improve the efficiency of school systems, thereby freeing money for other uses.

5. Develop a plan that includes identifying the technologies most likely to increase the efficiency of school systems and schools
6. Identify which of these technologies are in use in Louisiana (and where and how)
7. Incorporate strategies for implementing these technologies as appropriate in Louisiana's school systems and schools in the Louisiana State Technology Plan.
8. Research options for providing a stable funding base for technology improvements in Louisiana schools, and make recommendations for creating a dedicated funding base to support the installation and upgrading of information technology infrastructure and resources.

Program Strategy 2: Conduct a comprehensive study that identifies strategies to improve student learning, and recommend options for funding.

Action Plan:

1. Convene a meeting of the State Technology Advisory Committee to oversee the project;
2. Obtain staff assistance
3. Convene a task force to review and revise the Louisiana State Technology Plan.
4. Conduct research to identify specific technologies and uses of those technologies shown to improve student learning.
5. Develop a plan that includes identifying the technologies and uses most likely to enhance and improve student learning.
6. Identify which of these technologies and uses are in Louisiana schools (and where and how)
7. Incorporate goals for technology penetration and strategies for implementing these technologies in Louisiana's school systems and schools in the Louisiana State Technology Plan.
8. Research options for providing a stable funding base for technology improvements in Louisiana schools, and make recommendations for creating a dedicated funding base to support the installation and upgrading of information technology infrastructure and resources.

Benefits:

- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expands resources for students
- Increases opportunities for student learning experiences

Cost: TBD

Funding Source: State General Fund

Implementing Agency: Louisiana Department of Education

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.2	1.2.1: Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.2: Percentage of 3 rd graders reading at or above 3 rd grade level
1	1.2	1.2.4: Percentage of 4 th graders proficient in reading & math
1	1.2	1.2.6: Percentage of 8 th graders proficient in reading & math
1	1.2	1.2.8: Percentage of high school students scoring at/above "basic" on the Graduate Exit Exam
3	3.1	3.1.1: Per capita income
3	3.2	3.2.2: Unemployment rate (by region)
3	3.2	3.2.4: Poverty rate (by region)
3	3.5	3.5.1: Index crime rate

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 9:

Increase the number of students completing postsecondary education programs and increase postsecondary education funding to ensure excellence in the classrooms and research leadership.

Vision 2020 Goal: One - The Learning Enterprise
Two -- The Culture of Innovation

Vision 2020 Objective:

- 1.3: To have a highly qualified teacher in every classroom
- 1.8: To have a competitive, efficient, well-integrated system of postsecondary education
- 2.2: To significantly increase public & private research and development activity

Benchmarks:

Benchmark	Baseline Data	Current Data*	2003	2023
1.9.1: Percentage of residents who have received an Associate degree	(2000) 3.5%	(2004) 4%	5%	14%
1.9.2: Residents earning industry -based certifications	(2000) 9,016	(2004) 20,504	To Be Set	To Be Set
1.10.2: Percentage of residents who have graduated from a four-year college or university	(1993) 16%	(2002) 22.4%	18%	27%
1.3.3: Average Louisiana teacher salary Postsecondary	(1997) 82%	(2003) 81.5%	89%	110%

*Most recent data available

Strategies:

Program Strategy 1: Revise the Master Plan for Postsecondary Education with revisions to be completed by December 2005

Action Plan:

1. Revise the Master Plan to take into account changes since the initial Master Plan was adopted, including but not limited to funding deficits not envisioned in the initial Master Plan.
2. Revise the Master Plan with a focus on increasing the number of associate degrees and certifications, improving graduation rates

3. Raise admission standards in compliance with the existing Master Plan for Public Postsecondary Education
4. Include in the revised Master Plan, ways to improve graduation rates
5. Target R&D funding to fields that can support knowledge-based industries/companies

Program Strategy 2: Develop a plan to address postsecondary education facility needs

Action Plan:

1. Complete the comprehensive assessment of postsecondary education facility needs
2. Develop a plan to address those needs

Budgetary Strategy 1: Develop and implement a statewide comprehensive funding plan including appropriations, tuition and financial aid.

Action Plan:

1. Revise the Funding Formula to reflect Master Plan changes.
2. Complete development of statewide Student Financial Aid Policy.
3. Examine possible funding mechanisms for increasing access to postsecondary education for working adults and undereducated and out-of-school youth.
4. Investigate ways to address the dual credit/dual enrollment issue that prevents funding of students attending both high school and a community or technical college (BESE and Regents).

Benefits:

- Produces workforce capable of supporting Louisiana businesses allowing them to compete in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expands resources for students
- Increases opportunities for student learning experiences
- Increases ability to attract & retain the most qualified teachers
- Leads to attraction of high caliber students who may remain in Louisiana
- Leads to increased research dollars
- Increased research funding leads to increased technology development

Cost: Total -- \$220 Million

Funding Source: State

Implementing Agency: Board of Regents and Management Boards

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.6	1.6.1: Science & engineering bachelor's degrees per million people as a percent of the national average
1	1.6	1.6.2: Percent of civilian workforce with a recent bachelor's degree in science or engineering
1	1.10	1.10.1: Percentage of residents over age 18 with a high school degree or GED equivalent
1	1.10	1.10.2: Percentage of residents who have graduated from a 4-year college or university
2	2.2	2.2.1: R&D per \$1,000 gross state product -- University-performed
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic performance rank
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks

Status: Using the current 2003-2004 SREB data, the weighted average salaries and salary rankings of full-time faculty at Louisiana's four-year public institutions has increased by 1 percent (87% to 88%).

Research Notes:

Colleges and universities receive the majority of their funding from two primary sources: 1) state appropriations, and 2) tuition and fees.

Over the past several years (1991-2004) Louisiana has been among the top states (6th) in the country in percentage change (+ 9%) in educational appropriations per full-time equivalent student (FTE). Louisiana's net tuition, as a percentage of revenue (28%) for postsecondary education, is well below the national average (36%).

Impacted by significant FTE enrollment increases (+ 47%: 1991-2004), however, Louisiana's total education revenues per FTE (- 7%) is far below the national average (+1.2%). To improve this standing the Board of Regents recently adopted a statewide tuition and fee policy which when implemented will move all public colleges and universities to at least 93% of the SREB average in tuition within six years.

This Regents adopted policy also addresses key issues including need-based aid, performance-based funding and affordability. The tuition and fee schedule component of the policy awaits approval of the Legislature prior to initiation for Fall 2006.

Complementing the tuition and fee policy is the ongoing development of a statewide student financial aid policy expected to be adopted Spring 2006. Developed as part of the state's participation in the Lumina Foundation's *Changing Directions* project, its completion will finalize the state's efforts to combine appropriations, tuition and financial aid (ATFA) into a comprehensive policy.

The Council does not believe that a high level of per pupil spending automatically creates high student achievement, but is concerned that higher education continues as a State priority. The extent to which education is a priority can be in part measured by investment in education by all levels of government.

Action Plan 2005 Recommendation 10:

Inventory adult literacy and health literacy programs statewide.

Vision 2020 Goal: One - The Learning Enterprise**Vision 2020 Objective:**

- 1.10: To build a workforce with the education and skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs
- 1.11: To increase workforce participation rates among traditionally underutilized sources of workers (women, minorities, disabled, ex-offenders, immigrants, elderly, etc.)

Benchmark:

Benchmark	Baseline Data	Current Data*	2003	2023
1.11.1: Percentage of the civilian labor force that is employed	(1999)	(2001)	To Be Set	To Be Set
White	96.5%	96.4%		
Black	91.2%	88.6%		
Hispanic	NA	91.7%		
Women	94.3%	94.7%		

*Most recent data available

Strategies**Program Strategy 1:** Inventory adult literacy programs throughout Louisiana**Action Plan:**

1. Identify adult literacy programs provided by public, private, and nonprofit entities.
2. Identify whom they serve, how many they serve, where they serve (geographically), how they are assessing needs, results of the services, etc.

Program Strategy 2: Inventory health literacy programs throughout Louisiana**Action Plan:**

1. Identify adult health literacy programs provided by public, private, and nonprofit entities.
2. Identify whom they serve, how many they serve, where they serve (geographically), and how they are assessing needs

Benefits:

- Produces workers
- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses

Cost: TBD

Funding Source: State General Fund

Implementing Agency (Office): Louisiana Department of Education, Louisiana Health Literacy Task Force, Louisiana Workforce Commission

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income
3	3.2	3.2.1: Poverty rate ranking
3	3.2	3.2.2: Unemployment rate (by region)
3	3.5	3.5.1: Index crime rate

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 11:

Maintain & streamline current programs and evaluate new incentive programs.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.9: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2018
2.1.7: Business vitality rank (among the 50 states)	1996	2003		
	33	34	30	15
3.1.1: Per capita income as a percentage of the U.S. per capital income	1996	2001		
	81%	80%	87%	106%

Strategies:

Program Strategy 1: Improve the efficiency of incentive programs

Action Plan:

1. Review the recommendations of the company hired to review Louisiana's processes and compare them to other states, and begin implementing those recommendations, as appropriate
2. Survey businesses to determine the time period from the date of application to the date of approval and look for ways to shorten the process
3. Continue to implement the new online application process (LEDPro) and related changes in workflow for staff
4. Evaluate the impact of Ohio's federal court case pertaining to incentive programs concerning interstate commerce.

Program Strategy 2: Provide incentives to encourage businesses to modernize or re-invest in Louisiana so that they may sustain and grow current operations in Louisiana with a focus on job retention.

Action Plan:

1. Support modifications to current law to include existing industry in the law that allows industry assistance and tax equalization in order to retain manufacturing, headquarters, and warehousing and distribution facilities.

Program Strategy 3: Renew the R&D Tax Credit program

Action Plan:

1. Support proposed legislation that will:
 - a. Renew the current R&D tax credit program, which is scheduled to expire in 2006;
 - b. Market the R&D tax credit to companies within and outside of Louisiana

Program Strategy 4: Assess other issues that impact incentives in Louisiana

Action Plan:

1. Direct LED to draft a white paper to explain the implications of the Ohio's federal court case pertaining to incentive programs concerning interstate commerce and detailing timeframes for court hearings and expected rulings
2. Direct LED's international office to assess Louisiana's incentive package in comparison to those offered by other countries
3. Consider the establishment of tax free zones in Renewal Communities
 - a. Analyze the value of the Enterprise Zone program for creating investment in rural communities
 - b. Consider matching state tax law with Federal laws regarding renewal communities.
 - c. Look at the Michigan Renaissance Zone program to determine if a similar program might work for Louisiana
 - d. Investigate the establishment tax-free zones in "Renewal Communities."

Benefits:

- Predictability and consistency in the State's tax structure
- Increased competitiveness of Louisiana businesses.
- Taxes are not a determining factor in locating in the State

Cost: Revenue-neutral

Funding Source: State budget

Implementing Agency(s): Louisiana Economic Development & the Louisiana Legislature

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.8	2.8.1: State bond rating
2	2.1	2.1.7: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income as a percentage of U.S. per capita income by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 12:

Update the tax code to remove disincentives to investment and modernization and ensure fairness in assessments.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.9: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2018
2.1.7: Business vitality rank (among the 50 states)	(1996) 33	(2004) 42	30	15
3.1.1: Per capita income as a percentage of the U.S. per capital income	(1996) 81%	(2003) 83%	87%	106%

Strategies:

Legislative Strategy 1: Support the enactment of changes in the tax code

Action Plan:

1. Modify existing income and corporate franchise tax structure to encourage retention and growth of business headquarters:
 - a. Define "commercial domicile" to encourage business locations in Louisiana;
 - b. Eliminate tax on corporations' non-business income; and
 - c. Create a single income tax and franchise tax apportionment factor.
2. Analyze the impact of removing new debt from the Louisiana franchise tax base during the period of the phase out of the franchise tax on debt.
3. Continue to improve the implementation of fair and equitable property tax assessments.

Benefits:

- Predictability and consistency in the State's tax structure
- Increased competitiveness of Louisiana businesses.
- Taxes are not a determining factor in locating in the State

Cost: TBD

Funding Source: State budget

Implementing Agency(s): Louisiana Legislature; Department of Revenue & Taxation;
Louisiana Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.8	2.8.1: State bond rating
2	2.1	2.1.7: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income as a percentage of U.S. per capita income by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 13:

Adopt necessary statute changes to conform Louisiana's laws to the Streamlined Sales Tax requirements by 2006.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.9: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2018
2.1.7: Business vitality rank (among the 50 states)	(1996) 33	(2004) 42	30	15
3.1.1: Per capita income as a percentage of the U.S. per capital income	(1996) 81%	(2003) 83%	87%	106%

Strategies:

Program Strategy 1: Recommend specific changes to put Louisiana's statutes in line with the Streamlined Sales Tax Code requirements

Action Plan:

1. Create a working group that includes taxpayers, representatives of the Governor's Office, Legislature, local governing bodies, and the Department of Revenue
2. Work with Legislative staff to draft legislative bill containing necessary statute changes by October 1, 2005.
3. Obtain input on legislative bill draft from local governing authorities by December 15, 2005.
4. Educate the public, the legislature, and local governing authorities about the Streamlined Sales Tax Project and the benefits of its adoption by the state of Louisiana
5. Establish uniform local sales tax return and remittance system as required by Act 73 of the 2003 Regular Legislative Session by January 1, 2006 (pending receipt of funding).

Benefits:

- Predictability and consistency in the State's tax structure
- Increased competitiveness of Louisiana businesses.
- Taxes are not a determining factor in locating in the State

Cost: Revenue-neutral

Funding Source: State budget

Implementing Agency(s): Louisiana Legislature, Department of Revenue, & Louisiana
Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.8	2.8.1: State bond rating
2	2.1	2.1.7: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income as a percentage of U.S. per capita income by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 14:

Promote angel investing by developing angel networks, linking companies to these networks, and creating incentives for investing.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
Number of active angel networks in Louisiana	(2003) 0	(2004) 1	To be set	To be set

Strategies:

Program Strategy 1: Continue to support the development of angel investor networks within the state.

Action Plan:

1. Continue to support the Louisiana Angel Network (LAN)
2. Continue to support the development of other angel networks around the state
3. Support the establishment links between investors and companies needing investment through the angel networks

Legislative Strategy 1: Create an angel investor tax credit to encourage angel capital investments

Action Plan:

1. Develop an angel investor tax credit
2. Prepare legislation
3. Meet with appropriate committees, legislators, and stakeholders to build support and identify a champion
4. Provide ongoing information and support as needed

Benefits:

- Develops a pool of capital that is earmarked for further development of technologies that can form the basis of start-up businesses
- Increases startups
- Retains best and brightest graduating from our colleges and universities with jobs created through new business start-ups
- Produces high rates of job creation
- Results in higher wages
- Increases deal flow for venture capital groups

Costs: TBD

Implementing Agencies : Louisiana Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.6	2.6.2: Number of firms in Louisiana's targeted clusters
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 15:

Assess existing public programs in Louisiana that provide capital for startups, and evaluate their effectiveness in supplying early stage capital.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2018
Number of seed funds with offices in Louisiana	(2003) 0	(2005) 4		To be set
Amount of capital in Louisiana seed funds	0	\$45 million		To be set

Strategies

Program Strategy 1: Implement a program to encourage the investment of early stage capital into Louisiana companies.

Action Plan:

- 1. Identify best practices in other states
- 2. Review policies, rules, and legislation to identify barriers
- 3. Outline a program
- 4. Identify and secure funding
- 5. Implement the program

Program Strategy 2: Implement a program to build relationships with out of state venture capital companies to review Louisiana deals.

Action Plan:

- 1. Design a program that uses MBA students to review Louisiana deals for venture capital companies
- 2. Build relationships between out-of-state venture capital firms and Louisiana venture capital firms, angels, and support organizations

Benefits:

- Begins the process of developing a pool of capital that is earmarked for further development of technologies that can form the basis of start-up businesses
- Retains best and brightest graduating from our colleges and universities with jobs created through new business start-ups
- Increases startups
- Produces high rates of job creation
- Results in higher wages
- Increases deal flow for venture capital groups

Costs: No additional funding

Implementing Agencies: Louisiana Department of Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.6	2.6.2: Number of firms in Louisiana's targeted clusters
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 16:

Develop recommendations for legal reforms related to class action litigation and excessive, non-compensatory damages and punitive awards in litigation.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

2.8: To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies

Benchmark(s):

Benchmark	Base	Update	2003	2018
2.1.1: Number of firms in Louisiana's targeted clusters	(2002) 19,851	(2003) 19,685		To be set

Strategies:

Program Strategy 1: Prepare report on needed legal reforms to submit to the Governor by November 2005

Action Plan:

1. Gather input from the private sector on the litigation issues of concern to business
2. Suggest possible solutions to problems
3. Propose legislation or other ways to remedy these problems

Legislative Strategy 1: Submit proposed changes to legislature

Action Plan:

1. Meet with appropriate legislators to develop support for proposed changes and sponsors for bill(s)
2. Ensure that proper legislation is drafted

Benefits:

- Increase competitiveness of Louisiana for investment and jobs.
- Increase state revenue.

Cost: In LED Budget

Implementing Agency: Louisiana Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income
3	3.1	3.1.6: Employment per year
3	3.2	3.2.1: Unemployment rate ranking (among the 50 states)

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

*Category: Business Climate
Permitting and Regulatory Processes*

Action Plan 2005 Recommendation 17:

Continue to revamp the process for obtaining environmental and natural resources permits to provide a more streamlined and timely process that ensures compliance but also expedites them to ensure that Louisiana can take advantage of business opportunities.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.8: To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies

Benchmark(s):

Benchmark	Baseline Data	Current Data*	2003	2023
2.1.14: Total capital investment in oil & gas infrastructure by type of infrastructure	Data Not Yet Available	To Be Set		

Strategies:

Program Strategy 1: Continue to reduce the length of time required to obtain permits

Action Plan:

- 1. Develop a listing of efforts to streamline process
- 2. Evaluate efforts
- 3. Investigate options for adding fees to prioritize permit review processes

Program Strategy 2: Continue to seek common ground from agencies to streamline processes

Action Plan:

- 1. Identify agencies and departments involved in permitting
- 2. Identify a key decision-making individual in each
- 3. Outline concerns
- 4. Hold meeting(s)
- 5. Summarize results and list next steps
- 6. Develop a proposal to submit to all agencies and the Office of the Governor

Benefits:

- Makes it easier for companies to locate and expand in Louisiana
- Improves retention and recruitment competitive position of Louisiana
- Increase capital investment in Louisiana with a streamlined permitting process.
- Increase state revenue and jobs.

Cost: In the departments' budgets

Implementing Agency: Department of Natural Resources, Department of Environmental Quality, Department of Wildlife & Fisheries

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 18:

Improve the availability and affordability of quality health care.

Vision 2020 Goal: Two -- The Culture of Innovation
Three -- Improved Quality of Life

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 3.3: To ensure quality healthcare for every Louisiana citizen
- 3.4: To improve the quality of life for Louisiana's children

Benchmark(s):

Benchmark	Baseline Data	Current Data*	2003	2023
3.3.1: Percentage of persons without health insurance	(2000) 19.0%	(2002) 18.4%	18%	14%

Strategies:

Program Strategy 1: Increase the number of Louisiana citizens with health insurance to reduce the burden of uncompensated care on the health care system

Action Plan:

1. Explore requiring businesses supported by state tax incentive programs to offer payment of their employees' health insurance premiums.
2. Explore, working with the Governor's Health Care Reform Panel, ways to make health insurance more accessible to employers and uninsured employees, including:
 - a. Supporting the Department of Health and Hospitals' application for a Health Insurance Flexibility and Accountability (HIFA) waiver to help small businesses and working families afford health coverage; and
 - b. Looking at ways to help businesses pool their resources to offer health coverage to their employees.
3. Supporting the Louisiana Medicaid waiver application, allowing the state to partner with local governments and providers to expand the availability of public coverage to more of the uninsured.

Program Strategy 2: Promote personal responsibility for health among employees and employers

Action Plan:

1. Encourage and support the expansion of workplace wellness programs among employers through programs like Lighten Up Louisiana.

Program Strategy 3: Work to close the gap in the availability of preventive care and the shortage of health care workers

Action Plan:

1. Support the Health Works Commission in efforts to reduce the ongoing shortage of nursing and allied health professionals

Program Strategy 4: Improve access to healthcare in rural areas

Action Plan:

1. Work to expand the rural health clinic and federally qualified health center networks
2. Work to improve recruitment and retention incentives for physicians working in rural areas.
3. Leverage the resources of the Delta Regional Authority to develop the rural health care infrastructure.

Program Strategy 5: Improve health literacy

Action Plan:

1. Implement the health literacy training proposal of the Louisiana Interagency Task Force on Health Literacy, which advocates training medical professionals on ways to improve patients' ability to self-medicate, recognize adverse treatment reactions, etc.

Benefits:

- Improve the health and quality of life of Louisiana citizens
- Improve productivity by reducing workplace absence resulting from illness
- Slow the growth in health care costs to Louisiana businesses
- Make Louisiana more attractive to prospective relocating businesses
- Expand the economic impact of the health care industry

Cost: TBD

Implementing Agency: Department of Health and Hospitals, Department of Insurance, Louisiana Economic Development, Department of Labor, Governor's Office of Rural Development, the Health Works Commission, and the Board of Commerce & Industry.

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2 Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.3	3.3.2: Number of citizens per primary care practitioner practicing in rural areas
3	3.3	3.3.3: Number of parishes with a shortage of healthcare professionals
3	3.3	3.3.4: Number of citizens in poverty per community healthcare center
3	3.4	3.4.1: Percentage of children without health insurance

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Category: *University/Industry Interactions*
University Technology Transfer

Action Plan 2005 Recommendation 19:

Develop and adopt one set of technology transfer policies for all publicly supported Louisiana institutions of higher education, and provide funding for university technology transfer offices through a dedicated fund housed within Louisiana Economic Development.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.4.2: Number of university cooperative endeavor agreements with companies		Data being gathered		
2.4.1: Number of licenses completed Total Percentage to Louisiana companies		Data being gathered		

Strategies

Program Strategy 1: Make it easy for companies to access to experts and technologies at Louisiana's state universities

Action Plan:

1. Develop a uniform set of technology management policies related to the transfer and commercialization of university-developed technologies for all state universities
2. Clarify the ownership of technology when university faculty and staff serve as consultants to companies.

Budgetary Strategy 1: Provide operational funds to technology transfer offices after the uniform policies have been adopted in order to encourage the adoption of those policies and provide needed funding for the technology transfer offices.

Action Plan:

1. Ask LED to appropriate funds for technology transfer at universities
2. Investigate funding alternatives in collaboration with the Board of Regents and the state's universities

Benefits:

- Increases industry access to university technology, researchers, and facilities
- Provides roadmap for improving tech transfer outcomes
- Improves the economic development pipeline of translational research that results in new companies taking root in Louisiana
- Optimizes tech transfer policies and practices
- Achieves a better return on the State's research investments
- Will result in more technology job creation

Cost: No additional funds needed at this time

Implementing Agencies: Board of Regents and the Department of Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.1: R&D expenditures per \$1,000 in gross state product (industry-, federally-, & university performed)
2	2.2	2.2.2: R&D expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.2	2.2.4: Number of patents issued per 10,000 business establishments
2	2.4	2.4.1: Number of licenses completed (total and percentage to Louisiana companies)
2	2.4	2.4.2: Number of university cooperative endeavor agreements with companies
2	2.5	2.5.1: Number of business incubators
2	2.5	2.5.2: New business starts
2	2.6	2.6.2: Number of firms in Louisiana's targeted clusters
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Category: Capacity Building
Adequate Funding for LED

Action Plan 2005 Recommendation 20:

Fund LED adequately to support expansion and retention of existing Louisiana businesses and to market and recruit nationally and internationally.

Vision 2020 Goals: Two – The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2002) 19,851	(2003) 19,685	To be set	To be set

Strategies

Budgetary Strategy 1: Provide funding for LED

Action Plan:

1. Fund LED's request for a \$5 million marketing fund
2. Fund LED's request for a statutorily dedicated \$10 million Rapid Response Fund
3. Expand programs that provide the information and skills that businesses need to create wealth through international business and trade

Budgetary Strategy 1: Develop recommendations for a stable funding stream for state and regional economic development

Action Plan:

1. Create a working group that includes representatives of the Governor's Office, Legislature, Louisiana Economic Development, Louisiana Department of Revenue, and other appropriate members.
2. Outline stable funding options for state and regional economic development efforts.
3. Assess the fiscal impact of top ranked proposals.
4. Make recommendations.

Benefits:

- Allows state and regional economic development entities to have consistent funding that will allow them to better plan and execute economic development strategies
- Generates jobs in the targeted technology sectors

Cost: TBD

Funding Source: All means of funding

Implementing Agency(s): Office of the Governor, Louisiana Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 21:

Develop a comprehensive strategy for rural and community development.

Vision 2020 Goals: Two – The Culture of Innovation

Three – Improved Quality of Life

Vision 2020 Objectives:

- 3.1 To increase personal income and assets of all citizens
3.5: To ensure safe, vibrant, and supportive communities for all citizens

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
3.1.1: Per capita income as a percentage of the U.S. per capita income	(1996) 81%	(2003) 83%	87%	106%

Strategies

Program Strategy 1: Prepare a strategic plan for rural and community development

Action Plan:

1. Create a working group that includes representatives of the Governor's Office, Louisiana Economic Development, the Legislature, other appropriate state agencies (e.g., DOL, DHH, DSS, DOTD, DOE, etc.), the LSU AgCenter, and representatives of rural areas and small communities.
2. Support and implement recommendations of the Governor's Housing & Community Development Task Force
3. Hire a full-time community development staff member at LED
4. Identify promising practices in rural and community development
5. Identify components that need to be addressed in Louisiana's strategic plan for rural and community development.
6. Assess regional economic development strategies and how they can support rural areas.
7. Develop a scope of work, determine funding needs, and identify possible sources of funds.

Benefits:

- Begin to address in a comprehensive way the needs of Louisiana's rural areas and communities.
- Assists rural areas and communities to become more vibrant and competitive

Cost: TBD

Funding Source: All means of funding

Implementing Agency(s): Office of the Governor & Louisiana Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
3	3.1	3.1.5: Homeownership rate
3	3.2	3.2.1: Poverty rate, by region
3	3.2	3.2.2: Unemployment rate, by region
3	3.3	3.3.1: Percentage of persons without health insurance
3	3.3	3.3.2: Number of citizens per primary care practitioner practicing in rural parishes
3	3.3	3.3.3: Number of parishes with a shortage of health care professionals
3	3.3	3.3.4: Number of citizens in poverty per community health care center

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 22:

Expand access to broadband Internet connectivity throughout the state.

Vision 2020 Goal: Two -- The Culture of Innovation
Three – Improved Quality of Life

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmarks:

Benchmark	Baseline Data	Current Data	2003	2023
2.7.1: Percentage of households with computers	(2000) 41.2%	(2001) 45.7%	47%	90%
2.7.2: Percentage of households with Internet access	(2000) 30.2%	(2001) 40.2%	45%	49%
2.7.3: Percentage of households with broadband Internet available	(1999) 57%	(2001) 64%	80%	100%

Strategies

Program Strategy 1: Develop a plan to increase access to and use of broadband

Action Plan:

1. Use the newly created Louisiana Broadband Advisory Council and its subcommittees to gather information needed to determine broadband assets in place in the state.
2. Survey businesses and individuals to gather information that can be used to plan how to increase the use of broadband in the state, with special emphasis on rural and underserved areas.
3. Submit a preliminary strategic plan for increasing access to broadband and use of broadband by businesses and citizens to the Governor and Commissioner of Administration prior to the beginning of the 2005 Regular Session of the Legislature.
4. Continue to refine and update the strategic plan on an ongoing basis.
5. Begin to implement the action items needed to accomplish the goals and objectives in the strategic plan.

Benefits:

- Makes high-speed connectivity available to every citizen, community and business in Louisiana
- Increase the use of broadband by businesses to enhance productivity.
- Increase the use of broadband by citizens to enhance quality of life by improving access to information and distance learning opportunities
- Improves efficiency in service delivery to various constituencies
- Strengthens existing businesses and creates new opportunities across all industry clusters as information technology assumes a more prominent role in the core business processes of all businesses

Cost: TBD**Funding Source:** All means of financing

Implementing Agencies: Office of the Governor, Office of Rural Development and the Division of Administration, and Louisiana Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.6	2.6.2: Number of firms in Louisiana's targeted clusters
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 23:

Deploy high speed networking resources via the Louisiana Optical Network Initiative (LONI) to enhance basic and applied research to facilitate economic development in Louisiana.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To assess, build, and capitalize on Louisiana's information and telecommunications infrastructure

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.7.1: Percentage of households with computers	(2000) 41.2%	(2001) 45.7%	47%	90%
2.7.2: Percentage of households with Internet access	(2000) 30.2%	(2001) 40.2%	45%	49%
2.7.3: Percentage of households with broadband Internet available	(1999) 57%	(2001) 64%	80%	100%

Strategies

Program Strategy 1: Deploy and operationalize LONI infrastructure

Action Plan:

1. Establish the technical connection (node) with the National LambdaRail (NLR) in Baton Rouge.
2. Secure and deploy parallel processing capability on designated research campuses in order to create the Grid Computing functionality as an integral capability of the LONI infrastructure.
3. Create and enable the administrative structure required to utilize the LONI infrastructure as a research and economic development tool
4. Encourage and facilitate collaborative research projects between and among Louisiana's research institutions, and

5. Create a policy environment that will allow a diversity of users to benefit from the LONI infrastructure in order to generate maximum economic development benefits as soon as appropriate.

Benefits:

- Connects all designated State university research facilities to an advanced optical network infrastructure; thereby giving researchers access to bandwidth and Grid Computing capabilities second to none.
- Enhances the standing of Louisiana university research institutions
- Attracts both public and private sector research dollars
- Attracts and retains leading research scientists and engineers
- Strengthens existing businesses and creates new opportunities across all industry clusters as information technology assumes a more prominent role in the core business processes of all businesses

Cost: \$4 Million budgeted

Funding Source: Legislative

Implementing Agencies: Louisiana Board of Regents

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 24:

Continue to build the Access Louisiana portal (AccessLouisiana.com), formerly known as the Louisiana Commerce Exchange System (LACES), and encourage its adoption and use by universities and economic development organizations across the state.

Vision 2020 Goal: Goal Two: Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmarks:

Benchmark	Baseline Data	Current Data	2003	2023
2.4.2: Number of university cooperative endeavor agreements with companies		Data being gathered		
2.4.1: Number of licenses completed Total Percentage to Louisiana companies		Data being gathered		

Strategies:

Program Strategy 1: Enhance the ability of businesses to access information on expertise and specialized equipment available at Louisiana universities.

Action Plan:

1. Require all state universities to provide data to populate the Access Experts database, which is one of the databases available through the Access Louisiana Portal.
2. Encourage Louisiana economic development organizations to encourage companies to register and utilize the Access Business database, which is one of the databases available through the Access Louisiana Portal.
3. Encourage appropriate entities to provide site data for the Access Sites database, which is one of the databases available through the Access Louisiana Portal.

Program Strategy 2: Market the Access Louisiana portal to potential users**Action Plan:**

1. Encourage appropriate state agencies, universities, and regional and local economic development entities to promote the databases through their communications channels, including but not limited to adding links to their websites
2. Encourage Louisiana economic development organizations to publicize and use the Access Louisiana Portal

Benefits:

- Increases industry access to university technology, researchers, and facilities
- Creates “one stop shopping” for private industry in accessing Louisiana’s university generated intellectual property
- Provides economic development information for planning and marketing

Cost: Minimal

Implementing Agencies: Louisiana Economic Development & Board of Regents

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.1: R&D expenditures per \$1,000 in gross state product (industry-, federally-, & university performed)
2	2.2	2.2.2: R&D expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.2	2.2.4: Number of patents issued per 10,000 business establishments
2	2.4	2.4.1: Number of licenses completed (total and percentage to Louisiana companies)
2	2.4	2.4.2: Number of university cooperative endeavor agreements with companies
2	2.5	2.5.1: Number of business incubators
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

*Category: Capacity Building
Entrepreneurial Support and Training*

Action Plan 2005 Recommendation 25:

Develop a master plan for entrepreneurship support and education to build capacity throughout Louisiana.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2002) 19,851	(2003) 19,685	To be set	To be set
2.5.2: New business starts	(1998) 16,216	(2002) 22,064	To be set	To be set
2.5.3: Business churning rate	(1998) 21.9%	(2003) 22.7%	24.5%	30%

Strategies

Program Strategy 1: Increase entrepreneurship training and other programs to support entrepreneurs

Action Plan:

1. Analyze the state's entrepreneur and small business development and outreach programs for effectiveness
2. Assess promising practices in entrepreneurship support programs
3. Unite the state's entrepreneurship support organizations into a partnership that acts as a regional and statewide pipeline designed to meet the needs of Louisiana entrepreneurs.
4. Increase funding to increase capacity and capabilities of the Small Business Development Centers (SBDCs) and the Small and Emerging Business Development Program.

5. Assess promising practices in entrepreneurial education programs for all education levels
6. Assess opportunities for using existing program funds, including Workforce Investment Act funds, to support entrepreneurial support and/or education in Louisiana
7. Expand business development programs that encourage the continued growth of small, minority, and women-owned businesses and businesses
8. Support efforts to increase entrepreneurial activity statewide by particularly those that can be implemented at the community/regional level.
9. Develop a strategy to create a network of support organizations focused on the needs of high growth entrepreneurial firms.

Benefits:

- Increases the number of startups
- Builds a culture that values and encourages entrepreneurs
- Strengthens business startups
- Creates a more risk tolerant, entrepreneurial pool of business owners

Cost: TBD**Funding Source:** All means of financing**Implementing Agencies:** Louisiana Economic Development**Impacts:** Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.5	2.5.1: Business incubators per 10,000 business establishments
2	2.5	2.5.4: Number of women- and minority-owned businesses
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks

*Category: Capacity Building
Fighting Poverty Through Entrepreneurship*

Action Plan 2005 Recommendation 26:

Reinvigorate Louisiana's nationally recognized Microenterprise Development Program within Louisiana Economic Development and investigate other programs such as the SBA HUBZone program to support self-sufficiency through self-employment in order to increase incomes and wealth among underserved populations in rural and urban areas.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2002) 19,851	(2003) 19,685	To be set	To be set
2.5.2: New business starts	(1998) 16,216	(2002) 22,064	To be set	To be set
2.5.3: Business churning rate	(1998) 21.9%	(2003) 22.7%	24.5%	30%

Strategies

Budgetary Strategy 1: Fund the Microenterprise Development (MED) program to provide entrepreneurial and economic literacy training, mentoring, and financial counseling to help low- and moderate-income individuals interested in starting or stabilizing a business create wealth through self-employment.

Action Plan:

1. Provide funding for entrepreneurial and economic literacy training, mentoring, and financial counseling to help low- and moderate-income individuals interested in starting or stabilizing a business
2. Provide funding for micro loans to those businesses

3. Provide funding for specialized training and technical assistance throughout the life of the client's loan (if applicable), and beyond, to address specific problems including legal issues, accounting, accessing markets and expansion.

Budgetary Strategy 2: Fund the Small & Emerging Business Development Program to support the Microenterprise Development Program.

Program Strategy 1: Investigate and make recommendations on the implementation of the Small Business Administration's historically underutilized business zone - "HUBZone" program in Louisiana

Action Plan:

1. Evaluate the HUBZone programs in other states
2. Recommend a plan of action, if appropriate, to the Louisiana Economic Development Council

Benefits:

- Increases the number of startups
- Builds a culture that values and encourages entrepreneurs
- Strengthens business startups
- Creates a more risk tolerant, entrepreneurial pool of business owners

Cost: TBD

Funding Source: All means of financing

Implementing Agencies: Louisiana Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.5	2.5.4: Number of women- and minority-owned businesses
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks

Action Plan 2005 Recommendation 27:

Support and fund activities to increase new foreign direct investment and increase Louisiana companies' exports to foreign markets.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2002) 19,851	(2003) 19,685		To be set
Firms that export per 1,000 firms	(1998) 29.5	(2001) 32.8		

Strategies

Program & Budgetary Strategy 1: Increase efforts to market the state internationally

Action Plan:

1. Develop plan for increasing international representation in target markets
2. Develop a budget
3. Ask legislature to fund increased representation

Program & Budgetary Strategy 1: Increase exports by Louisiana companies

Action Plan:

1. Develop plan for providing information and assistance to companies to help them increase exports
2. Develop a budget
3. Ask legislature to fund programs to increase exports
4. Inform companies of the funding and expertise available through the U.S. Export Assistance and Trade Adjustment Assistance programs
5. Build educational relationships with schools that have an international focus

Benefits:

- Increased sales of Louisiana-made products to other countries
- Increased income for Louisiana companies
- New jobs in Louisiana

Cost: In LED budget

Funding Source: Louisiana Economic Development

Implementing Agencies: Louisiana Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.5	2.5.1: Business incubators per 10,000 business establishments
3	3.1	3.1.1: Per capita income as a percentage of U.S.
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks

Action Plan 2005 Recommendation 24:

Position Louisiana as a globally competitive transportation hub.

Vision 2020 Goals: Two -- The Culture of Innovation
Three - A Top 10 State

Vision 2020 Objectives:

2.6: To develop and promote Louisiana's transportation infrastructure

Benchmark(s):

Benchmark	Base	Current	2008	2023
2.6.1: Elements of the Louisiana Statewide Transportation Plan fully implemented (114 total elements). Note: Plan updated in 2003.	0 (2003)	0 (2004)	53	90
2.6.2: Elements of the Transportation Infrastructure Model for Economic Development (TIMED) fully implemented (16 total elements)	3 (1998)	5 (2004)	9	16
2.6.3: Percentage of state highway miles with pavements in poor condition	16.2% (1995)	11.4% (2004)	8.5%	7.5%
2.6.4: Number of parishes with a public transportation system	42 (1997)	39 (2004)	48	64
2.6.5: Number of Louisiana ports in top 10 U.S. ports (based on total cargo tonnage)	4 (1995)	4 (2002)	4	5
2.6.6: Direct air service between Louisiana airports and external locations	(1997)	(2002)		
Foreign cities	2	2	4	8
Domestic hub cities	NA	40	42	48
Domestic non-hub cities	NA	41	42	45

Strategies

Executive & Legislative Strategy 1: Pursue implementation of the Louisiana Statewide Transportation Plan to promote economic growth, improve competitiveness of Louisiana industries, capitalize on international trade opportunities, and enhance the quality of life.

Action Plan:

1. Re-establish trust in the Department of Transportation and Development by improving efficiency in key work processes to ensure delivery of funded projects and programs in a timely manner.
2. Pursue implementation of the Louisiana Statewide Transportation Plan in the 2005 Regular Session or a Special Session focused exclusively on transportation.

3. Examine all financing options for providing the funding necessary to implement the Louisiana Statewide Transportation Plan to promote economic growth, and capitalize on international trade opportunities.
4. Give emphasis to those projects within each Louisiana Statewide Transportation Plan priority grouping (i.e., Priority A, B, C, and D) for which local funding contributions are made available.

Executive & Legislative Strategy 2: Accelerate completion of projects included in the Transportation Infrastructure Model for Economic Development (TIMED).

Action Plan:

1. Continue implementing the plan to accelerate completion of the TIMED projects through the issuance of bonds backed by the dedicated four-cent per gallon fuel tax.

Program Strategy 1: Seek out and make use of available federal infrastructure funds.

Action Plan:

1. Give priority in state expenditures to matching available federal construction funds, such as the Comite River Diversion Canal, before funding new initiatives.

Program Strategy 2: Improve coordination among transportation agencies and authorities to facilitate the movement of people, goods and services on a multimodal transportation system.

Action Plan:

1. Require public port, public airport, and public railroad authorities to officially notify the Department of Transportation and Development and the appropriate local government transportation agency of any planning, infrastructure, or operating decisions that may impact other parts of the transportation system.
2. Require concurrence from the Department of Transportation and Development and the appropriate local transportation agency for port, airport, or railroad projects submitted for State Bond financing.

Program Strategy 3: Develop a comprehensive plan for the re-emergence of Louisiana as a maritime commerce load center (i.e., a dominant state in import/export).

Action Plan:

1. Utilize university resources to develop the plan
2. Include \$1,075,000 in funding for the University of New Orleans in the FY 05-06 budget for this effort. This amount includes \$700,000 for continuation of the Transportation Studies degree program initiated in FY 04-05 and \$375,000 for on-going and new maritime strategy development efforts.

Benefits:

- Supports existing business and industry
- Strengthens the foundation on which Louisiana's economy and society is built.
- Serves as a catalyst for economic growth.
- Positions the state to capitalize on international trade opportunities.
- Provides opportunities to enhance the quality-of-life.
- Improves public safety.
- Increases access to education, training and employment for citizens in the lower income levels.

Cost: TBD

Funding Source: Special Session - State General Fund, Transportation System - All means of financing

Implementing Agencies: Department of Transportation & Development, Office of the Governor, State Legislature, Division of Administration, State Bond Commission

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.1.1: Number of firms in Louisiana's targeted clusters
2	2.1	2.1.2: Manufacturing employment
2	2.1	2.1.5: Firms that export per 1,000 firms
2	2.1	3.6.1: Tourism – employment generated and visitor spending
2	2.1	2.1.13: Number of visitors (out of state, international, state parks)
2	2.6	2.6.1: Elements of the Louisiana Statewide Transportation Plan fully implemented or funded
2	2.6	2.6.2: Elements of the Transportation Infrastructure Model for Economic Development (TIMED) fully implemented
2	2.6	2.6.3: Percentage of state highway miles with pavements in poor condition
2	2.6	2.6.4: Number of parishes with a public transportation system
2	2.6	2.6.5: Number of Louisiana ports in the top 10 U.S. ports (based on total cargo tonnage)
2	2.6	2.6.6: Direct air service between Louisiana airports and external locations
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 29:

Develop a report examining barriers to the development of energy infrastructure with proposals for eliminating the barriers, and monitor progress on an annual basis.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Benchmark:

Benchmark	Baseline Data	Current Data*	2003	2023
2.1.14: Total capital investment in oil & gas infrastructure by type of infrastructure	Data not yet available	To Be Set		

Strategies:

Program Strategy 1: Submit a report to the LED Secretary and the Louisiana Economic Development Council by November 2005

Action Plan:

1. Identify a team to work on the project
2. Develop survey form(s) to be used to survey oil & gas companies located in Louisiana, no longer located in Louisiana, and never before located in Louisiana to determine barriers to doing business in Louisiana.
3. Outline strategies for eliminating these barriers

Benefits:

- Enhance economic development opportunities by increasing availability, quality and reliability of Louisiana's energy infrastructure.
- Increase investment and jobs in Louisiana's energy industry.

Cost: In LED Budget

Implementing Agency: Louisiana Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 30:

Act to protect our coastal wetlands and barrier islands and restore them to a state of sustainable, productive health.

Vision 2020 Goal: Two -- The Culture of Innovation
Three -- Improved Quality of Life

Vision 2020 Objective:

3.6: To protect, rehabilitate, and conserve our coastal ecosystem

3.7: To preserve and develop Louisiana's natural and cultural assets

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
3.6.1: Cumulative acres of coastal wetlands loss that will be prevented by projects	(1998)	(2003)		
Constructed	8,985	76,284	44,925	224,625
Authorized	14,975	159,871	74,875	344,425
Note: DNR has requested changes to these benchmark numbers, but they have not yet been approved by the Economic Development Council.				

Strategies:

Program Strategy 1: Implement *Coast 2050*, the State's strategic plan to sustain Louisiana's coastal resources and provide an integrated multiple use approach to ecosystem management

Action Plan:

1. Support efforts to obtain federal funds for coastal restoration
2. Support the America's Wetlands campaign

Benefits:

- Addresses Louisiana's coastal wetlands and barrier island loss, which currently is approximately 24 square miles per year
- Elevates wetlands conservation and restoration to a position of high visibility and action

- Restores and preserves coastal resources in order to maintain the viability and the existence of residential, agricultural, and economic development in coastal Louisiana and south Louisiana's rich cultural heritage
- Preserves this unique ecosystem and the wildlife and fisheries resources which are dependent upon it for their survival
- Leverages the State's financial resources

Cost: TBD

Funding Source: State, Federal and Private

Implementing Agency(s): Department of Natural Resources

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
3	3.7	3.7.2: Amount of State-owned lands for natural resources management
3	3.7	3.7.3: Louisiana species listed as threatened, endangered, rare plants
2	2.1	2.1.12: Tourism – employment generated & visitor spending

Note: See <http://vision2020.louisiana.gov> for details on benchmarks.

Category: Cluster Development
Statewide Wet Lab Incubator Infrastructure

Action Plan 2005 Recommendation 31:

Establish the operation of the regional wet-lab technology business incubators to support the medical/biotechnology, environmental, energy, and food technology clusters in Louisiana and link their practices and resources.

Vision 2020 Goal: Two – The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2: To significantly increase public and private research and development activity
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2002) 19,851	(2003) 19,685		To be set

Strategies

Budgetary Strategy 1: Continue to support the development of the three wet-laboratory incubators in north, middle and south Louisiana, including startup operations and additional funding for basic laboratory equipment

Action Plan:

1. Maintain capital and operational funding for the wet labs
2. Support the operations of the three wet laboratory incubators in Shreveport, New Orleans, and Baton Rouge, including additional funding for basic laboratory equipment.

Benefits:

- Makes Louisiana competitive with other states that have life science incubator programs and economic development strategies
- Generates high tech jobs and business development in a targeted technology sector

- Reaps the economic development benefits from the State's investment in university-based life science research
- Provides a mechanism to commercialize university wet lab science research in Louisiana and not be solely dependent on licensing intellectual property to out-of-state companies
- Aids in recruiting and maintaining distinguished researchers who often desire to participate in the commercialization of their research
- Supports recruiting out-of-state biotechnology start-up companies to Louisiana
- Accelerates the successful development of entrepreneurial wet lab science dependent companies

Cost: TBD

Funding Source: All means of funding

Implementing Agency(s): Office of the Governor, Division of Administration, Department of Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.1: R&D expenditures per \$1,000 in gross state product (industry-, federally-, & university performed)
2	2.2	2.2.2: R&D expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.2	2.2.4: Number of patents issued per 10,000 business establishments
2	2.4	2.4.1: Number of licenses completed (total and percentage to Louisiana companies)
2	2.4	2.4.2: Number of university cooperative endeavor agreements with companies
2	2.5	2.5.1: Number of business incubators
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 32:

Increase investments in research and development, targeting technologies in the state's identified clusters and modeling national best practices.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2: To significantly increase public and private research and development activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 19,851	(2003) 19,685		To be set
2.2.2: R&D expenditures per capita (percent of national average).	(1994) 17%	(1999) 28%	38%	100%

Strategies

Legislative Strategy: Work with the Governor's Office, LED, and legislators to encourage investments in information technology; wet labs; life, food, and environmental sciences; micromanufacturing and nano -technology; energy; and logistics.

Program Strategy 1: Identify research areas of interest to cluster companies to suggest areas where colleges and universities could focus future basic and applied research efforts

Action Plan:

1. Identify applied research interests from industry, with special focus on future growth
2. Identify existing research strengths in universities
3. Develop a plan for transferring information on research interests and anticipated future growth paths from industry to the appropriate university departments

Program Strategy 2: Evaluate national best practices, such as the Georgia Research Alliance and the Georgia Electronic Design Center, and identify Louisiana university

strengths around which centers of excellence, undergraduate and graduate degree programs, and research faculty can be organized in order to connect to private industry sectors.

Action Plan:

1. Identify an individual or small team at LED to gather information on national best practices, including but not limited to the Georgia Research Alliance and the Georgia Electronic Design Center
2. Identify Louisiana university strengths around which centers of excellence, undergraduate and graduate degree programs, and research faculty are or can be organized
3. Outline a plan for a similar organization in Louisiana
4. Begin discussions with appropriate companies, agencies, universities, and other organizations

Benefits:

- Results in more technology job creation
- Assists in growing industries that pay high wages and salaries and are typically fast-growing
- Increases industry access to university technology, researchers, and facilities
- Improves the economic development pipeline of translational research that results in new companies taking root in Louisiana

Cost: TBD

Implementing Agencies: Louisiana Economic Development, Board of Regents

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.1: R&D expenditures per \$1,000 in gross state product (industry-, federally-, & university performed)
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.2	2.2.4: Number of patents issued per 10,000 business establishments
2	2.4	2.4.1: Number of licenses completed (total and percentage to Louisiana companies)
2	2.4	2.4.2: Number of university cooperative endeavor agreements with companies
2	2.5	2.5.1: Number of business incubators
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

*Category: Cluster Development
Statewide Visualization Center*

Action Plan 2005 Recommendation 33:

Establish the operation of a statewide data visualization facility (the Acadiana Technology Immersion Center – ATIC) to support the medical/biotechnology, environmental, energy, and manufacturing and machining technology clusters in Louisiana.

Vision 2020 Goal: Two – The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2: To significantly increase public and private research and development activity
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 19,851	(2003) 19,685		To be set

Strategies

Budgetary Strategy 1: Support the development of the Acadiana Technology Immersion Center (now to be known as the Louisiana Immersive Technologies Enterprise -- LITE)

Action Plan:

- 1. Provide capital and operational funding for the ATIC/LITE
- 2. Encourage use by university researchers and the private sector by highlighting capabilities and research

Benefits:

- Provides unique R&D opportunities for oil and gas companies as well as companies focused on information technology, biotechnology, engineering, and design
- Supports existing industry with a state-of-the-art data visualization center not otherwise available to companies
- Provides university research and development opportunities not currently available in Louisiana

- Supports university and industry R&D in existing and targeted technology industries
- Generates high tech jobs and business development in a several targeted technology sectors
- Aids in recruiting and maintaining distinguished researchers who often desire to participate in the commercialization of their research

Cost: TBD

Funding Source: All means of funding

Implementing Agency(s): Lafayette Economic Development Authority, Office of the Governor, Division of Administration, Louisiana Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.1: R&D expenditures per \$1,000 in gross state product (industry-, federally-, & university performed)
2	2.2	2.2.2: R&D expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.2	2.2.4: Number of patents issued per 10,000 business establishments
2	2.4	2.4.1: Number of licenses completed (total and percentage to Louisiana companies)
2	2.4	2.4.2: Number of university cooperative endeavor agreements with companies
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 34:

Ensure an adequate supply of natural gas at affordable prices.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices.
- 2.8: To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies.

Benchmark(s):

Benchmark	Base	Current	2003	2023
2.1.14: Total capital investment in oil and gas infrastructure by type of infrastructure (oil and gas production facilities, refineries, gas processing facilities, natural gas pipelines, and natural gas storage).	Data Not Yet Available			
2.8.4: Energy prices as a percentage of the West South Central average				
Electricity	(1998)	(2002)		
Residential	98.37%	108.69%	108.19%	100%
Commercial	104.90%	116.29%	115.32%	100%
Industrial	102.17%	118.81%	117.68%	100%
Natural Gas				
Residential	87.26%	94.26%	94.26%	94.26%
Commercial	95.02%	104.37%	103.6%	100%
Industrial	64.38%	80.99%	80.99%	80.99%

Strategies

Program Strategy 1: Facilitate the development of natural gas buying pools to stabilize industry costs

Action Plan:

1. Meet with Louisiana companies to inform them about the buying pool and determine their interest in participating.
2. Determine the amounts of gas each interested participant would purchase.

3. Develop a list of target countries that might be interested in supplying LNG to this buying pool under long-term contract.
4. Meet with representatives from target countries to outline benefits to them.
5. Meet with attorneys and other appropriate professionals to craft a contract to facilitate completion of the buying pool.
6. Work to finalize details to create a buying pool that will provide a supply of gas to participating companies at a stable, affordable price.

Program Strategy 2: Continue to facilitate the development of the LNG business in the state

Action Plan:

1. Closely monitor progress on LNG plants and take action as necessary to ensure timely completion.

Benefits:

- Increases stability in natural gas supply and prices
- Helps Louisiana industries stay competitive in a global economy
- Increases our industrial recruitment capabilities

Cost: N/A

Funding Source: N/A

Implementing Agencies: Office of the Governor and Louisiana Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.1.1: Number of firms in Louisiana's targeted clusters
2	2.1	2.1.2: Manufacturing employment

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 35:

Develop an energy research strategy for the state.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2: To significantly increase public and private research and development activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 19,851	(2003) 19,685	To be set	
2.2.1: Research & development expenditures per \$1,000 GSP	(1997) \$1.38	(1999) \$1.45	\$4.29	\$18.49
Industry-performed	\$0.39	\$0.46	\$1.02	\$ 3.82
Federally-performed	\$2.65	\$2.92	\$3.35	\$ 5.52
University-performed				

Strategies

Program Strategy 1: Develop a blueprint for energy related technology research that is of interest to Louisiana companies.

Action Plan:

1. Convene a cross-functional team with representatives from industry, academia and government to work with the LSU Center for Energy Studies (CES) to outline a research plan.
2. Inventory existing energy-related research at Louisiana universities.
3. Develop a blueprint for energy research that is of interest and relevance to Louisiana industries, universities, and the state, including but not limited to alternative fuels including the use of biomass, cogeneration, hydrogen-fuel, improved efficiencies, and improved oil and gas production technologies, both onshore and offshore.
4. Identify and propose funding mechanisms to accomplish the priorities.

Benefits:

- Develops important technology cluster that can solve problems within Louisiana as well as throughout the U.S. and the world.
- Grows energy investment and jobs of the future here in Louisiana.
- Diversifies our energy dependency while helping other industries competitiveness.

Cost: In LED Budget

Implementing Agency: Louisiana Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
2	2.1	2.1.14: Energy production by source
2	2.1	2.1.15: Total capital investment in oil & gas infrastructure
2	2.2	2.2.2: Research & development expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
3	3.1	3.1.1: Per capita income
3	3.1	3.1.6: Employment per year
3	3.2	3.2.1: Unemployment rate ranking (among the 50 states)

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 36:

Identify research capabilities of existing environmental centers at Louisiana universities and promote those research capabilities as a resource for addressing Louisiana's environmental challenges.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Benchmark(s):

Benchmark	Base	Update	2003	2018
2.1.1: Number of firms in Louisiana's targeted clusters	(2002) 19,851	(2003) 19,685		To Be Set

Strategies: Investigate the feasibility of adding this organized information on the centers to the Access Louisiana database

Program Strategy 1. Identify environmental research centers and areas of expertise

Action Plan:

1. Ask the state's research universities to provide information on environmental research centers and areas of expertise. Environmental should be defined broadly to include issues, processes, products, and techniques that may be of interest to companies.
2. Work with the Access Louisiana team to determine the format in which they need the information, in order to be able to easily add it to the database.
3. Compile and format the information and deliver it to the Access Louisiana team for inclusion in the online database.

Benefits:

- Gathers information on this important technology cluster that can solve problems within Louisiana as well as throughout the U.S. and the world
- Enhances Louisiana's identity and creates an entity that will attract global attention as "The Environmental Solutions Source."
- Improves Louisiana's environment by allowing us to become early adopters of leading edge environmental solutions

- Establishes Louisiana and our partnering research entities (LSU, UL, Southern, etc.) as the premier researchers in the U.S. focused on environmental solutions

Cost: TBD

Implementing Agency: Louisiana Economic Development and Louisiana Board of Regents

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2005 Recommendation 37:

Enhance ecotourism in Louisiana

Vision 2020 Goal(s): Two – The Culture of Innovation
Three – Quality of Life**Vision 2020 Objective(s):**

2.5: To aggressively encourage and support entrepreneurial activity

3.7: To preserve and develop Louisiana's natural and cultural assets

Benchmark(s):

Benchmark	Baseline Data	Current Data	Target 2003	Target 2023
2.1.12: Tourism				
Employment Generated	(1997)	(2004)		
Visitor Spending (in billions)	106,000	122,000	124,200	195,400
	\$7.4	\$9.9	\$9.3	\$19.2

Strategies:**Program Strategy 1:** Increase the number and stability/health of ecotourism businesses in Louisiana**Action Plan:**

1. Identify ecotourism companies, nonprofits, and state government facilities.
2. Convene a meeting or conference to begin a dialog among these groups
3. Investigate interest in a statewide association that could facilitate networking, provide information, and possibly offer seminars on topics such as marketing and business development
4. Begin discussions regarding how CRT might begin to market the state as an ecotourism destination, in order to broaden recognition of Louisiana as a sportsman's paradise

Benefits:

- Increases access to Louisiana's special natural and cultural places
- Increases tourism in the state, thereby increasing tax revenues
- Increases employment
- Increases incomes

- Focuses on cultural amenities and quality of life issues that are important in attracting business firms to locate or expand in Louisiana.

Cost: TBD

Implementing Agencies: Office of Culture, Recreation, & Tourism

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income
2	2.1	2.1.12: Tourism – employment generated and visitor spending
2	2.1	2.1.13: Number of visitors

Note: See <http://vision2020.louisiana.gov> for details on benchmarks.

Category: Cluster Development
Coordinate Tourism & Convention Business With Economic Development

Action Plan 2005 Recommendation 38:

Expand tourism through economic development partnerships.

Vision 2020 Goal(s): Two – The Culture of Innovation

Vision 2020 Objective(s):

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Benchmark(s):

Benchmark	Baseline Data	Current Data	Target 2003	Target 2023
2.1.12: Tourism Employment Generated Visitor Spending (in billions)	(1997) 106,000 \$7.4	(2004) 122,000 \$9.9	124,200 \$9.3	195,400 \$19.2

Strategies:

Program Strategy 1: Establish a central information clearinghouse to provide an efficient line of communication and create opportunities for joint initiatives and program coordination in domestic and international market places by November 30, 2005

Action Plan:

1. Coordinate with state agencies to inventory domestic and international marketing initiatives and identify specific ways in which multiple state agencies can cooperate and coordinate efforts to retain, expand and attract new business development to Louisiana, including participation in joint domestic and international marketing missions; sponsorship of mutually beneficial domestic and international trade shows, functions and other marketing activities; hosting of business site development teams; and visiting with business executives attending conventions.
2. Review and evaluate effectiveness of domestic and international marketing programs and identify specific ways in which multiple state agencies can utilize and share market intelligence gathered from foreign marketing representatives and develop marketing tools to better address foreign business. For example, develop and distribute to local and parish tourism and economic development entities market business profiles, international protocol fact sheets or Culturegrams, "how to do business" fact sheets for select international markets, and host business and tourism industries familiarization

tours of the state, blending historical, cultural and natural attractions with information on workforce development, infrastructure, technology and business incentives.

3. Review small business and job tax credits and other incentive programs and encourage modifications to expand them to increase funding availability and program participation by tourism and outdoor recreation entrepreneurs, such as outdoor recreation outfitters, Louisiana artists and crafters, Louisiana-based restaurants, bed & breakfasts and other business entities.
4. Review and evaluate advertising and promotional programs and campaigns among state agencies targeted to attract increased business development in domestic and international markets, and identify specific ways to synchronize the messages, images and venues to leverage a greater return on investment of state marketing dollars and to "brand" Louisiana as a good place to live, visit and conduct business.
5. Initiate ways in which tourism and economic development can coordinate efforts to improve the state's infrastructure system while not diminishing the state's quality of life, including the implementation of context sensitive highway design for Interstates and the four-laning of major highways, increasing the quality and number of direct flights to target markets such as South and Central America, improving the port system as a means to attract increased numbers of cruise lines, and being included as a player in the development of a regional airport.
6. Coordinate and facilitate a CEO VIP Center at conventions meeting in Louisiana to provide a private and relaxing atmosphere for economic development representatives an opportunity to meet one-on-one with visiting business executives.

Program Strategy 2: Employ the Internet to link State economic development, tourism, and agribusiness websites to capitalize on the popularity of Louisiana to attract and retain industry, retirees, and employees to the State

Action Plan :

1. Establish links on agriculture, tourism and economic development Web sites to complement marketing efforts and to reduce duplication of efforts.
2. Establish a Web-based methodology to disseminate information among agencies to foster greater coordination of efforts and more joint initiatives, such as an electronic bulletin board
3. Develop a means to track the number and experience of Web visitors by such techniques as developing an email registration or survey to be completed by Web visitors gathering or requesting information, with the goal of increasing repeat visitors.

Benefits:

- Maximizes the state's resources by cross marketing among state agencies.
- Fosters better coordination of efforts among the departments of Agriculture, Economic Development and Culture, Recreation and Tourism leveraging state marketing and promotion dollars.
- Expands the role of tourism in other economic development efforts protecting the quality of life aspects enjoyed by the state.
- Incorporates historic preservation, culture, sensitive community development and highway design into economic development initiatives to combat the loss of community identity and becoming "anywhere USA," maintaining and sustaining Louisiana's unique character visitors and businesses seek.
- Assists in merging targeted economic development, retiree inducement and tourism messages in a way as to "brand" the state as a good place to live, visit and conduct business.
- Reduces redundancy of state agencies.
- Incorporates the expanded use of technology in agencies and other entities.
- Provides opportunities to enhance economic development efforts by capitalizing on a thriving tourism and convention business.
- Provides opportunities to enhance tourism and convention industry by capitalizing on economic development activities by other agencies and entities.
- Increases the number of retirees in the state.
- Focuses on cultural amenities and quality of life issues that are important in attracting business firms to locate or expand in Louisiana.
- Increases incomes in Louisiana.

Cost: TBD

Implementing Agencies: Office of Culture, Recreation, & Tourism, in cooperation with Louisiana Economic Development, and the Louisiana Department of Agriculture & Forestry

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic performance rank (national)
2	2.1	2.1.12: Tourism – employment generated and visitor spending
2	2.1	2.1.13: Number of visitors

Note: See <http://vision2020.louisiana.gov> for details on benchmarks.

*Category: Cluster Development
Value Added Agricultural Activities*

Action Plan 2005 Recommendation 39:

Develop and implement incentive programs that will stimulate value-added business development in agriculture, forestry, and fisheries.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1:** To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
2.2: To significantly increase public and private sector research and development activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2002) 19,851	(2003) 19,685		To be set
2.1.9: Value added for agricultural commodities (in billions)	(1996) \$4.4	(2003) \$4.0	\$6.6	\$22.2

Strategies:

Program & Budget Strategy 1: Increase the impact of the Louisiana Forest Products Development Center on value added businesses in Louisiana

Action Plan:

1. Provide additional funding for operations and equipment at the Louisiana Forest Products Development Center (LFPDC).
2. Work with regional economic development professionals and entities to connect with companies and develop initiatives that could lead to new and/or improved products and processes for commercialization in Louisiana.

Program Strategy 2: Continue to increase the impact of the LSU AgCenter's operations on value added agribusinesses in Louisiana

Action Plan:

1. Establish a method of value added information exchange for agricultural/forestry/fisheries producers, existing value added companies, agency leadership and university expertise.
2. Utilize value added grant funding opportunities available from various sources, particularly the United States Department of Agriculture, to fund joint research projects for the LSU AgCenter and Louisiana companies.

Benefits:

- Increased opportunities for sustainable development and the development of value-added forestry resources
- Identify opportunities to manufacture high-value products to enhance Louisiana's economy
- Increase exports of value-added forest products from Louisiana
- Increase employment opportunities
- Increased incomes

Cost: TBD**Implementing Agencies:** LSU AgCenter and Louisiana Economic Development**Impacts:** Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.1.8: Gross farm, forestry and fishery income (in billions)
2	2.2	2.2.1: R&D expenditures per \$1,000 in GSP (industry, federally-, and university-performed)
2	2.2	2.2.2: Research and development expenditures per capita
2	2.4	To provide effective mechanisms for industry access to university-based technologies & expertise
3	3.1	3.1.1: Per capita income

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See <http://vision2020.louisiana.gov> for details on benchmarks.

Action Plan 2005 Recommendation 40:

Explore emerging technologies associated with bio-fuels (converting biomass into liquid fuels for transportation), bio-products (converting biomass into chemicals for making products typically made from petroleum), and genetically modified plants and animals that can yield better foods and drugs.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1:** To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2:** To significantly increase public and private sector research and development activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2002) 19,851	(2003) 19,685	To be set	
2.1.9: Value added for agricultural commodities (in billions)	(1996) \$4.4	(2003) \$4.0	\$6.6	\$22.2

Strategies:

Program Strategy 1: Facilitate commercialization of bio-based products, including bio-fuels and other bio-based products.

Action Plan:

1. Continue to explore and develop market opportunities for bio-based power, fuels, power, and other products, with the Renewables Council of Louisiana fostering agency and private sector dialogue.
2. Work to commercialize new products emerging from the process of biotechnology research and development.
3. Utilize the statewide wetlab incubator network to facilitate the commercialization of bio-based technologies.

Benefits:

- Increased opportunities for development and commercialization of agricultural resources and related value-added products
- Increased exports of value-added products from Louisiana
- Increased employment opportunities
- Increased incomes

Cost: Included in existing budgets

Implementing Agency: LSU AgCenter, Louisiana Economic Development, and the Renewables Council of Louisiana (RCL)

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.1.8: Gross farm, forestry and fishery income (in billions)
2	2.1	2.2.9: Value added for agricultural commodities
2	2.2	2.2.1: R&D expenditures per \$1,000 in GSP (industry, federally-, and university-performed)
2	2.2	2.2.2: Research and development expenditures per capita
2	2.4	To provide effective mechanisms for industry access to university-based technologies & expertise
3	3.1	3.1.1: Per capita income

Note: See <http://vision2020.louisiana.gov> for details on benchmarks.

Action Plan 2005 Recommendation 41:

Develop a comprehensive plan to beautify the state.

Vision 2020 Goal: Two -- The Culture of Innovation
Three -- Improved Quality of Life

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 3.8: To protect Louisiana's environment and support sustainable development

Benchmark (s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.12: Tourism	(1997)	(2004)		
Employment generated	106,000	122,000	124,200	195,400
Visitor spending (in billions)	\$7.4	\$9.9	\$9.3	\$19.2
2.1.13: Number of visitors (in millions)				
Out-of-state	15.5 (1997)	19.0 (2003)	16.7	29.2
International	0.6 (1997)	0.4 (2003)	0.6	1.1
Louisiana state parks	1.44 (1998)	2.06 (2003)	2.05	3.2

Strategies

Program Strategy 1: Develop a comprehensive plan to the state through a partnership among state government, local governments, community groups, Keep America Beautiful, etc.

Action Plan:

1. Encourage the Office of the Governor and Lt. Governor to lead an effort to develop a beautification plan that would incorporate existing programs such as the DEQ Litter Abatement Program, the DOTD Adopt-a-Highway and Transportation Enhancement Programs, the DCRT Main Street program and various local programs concerning blighted housing and buildings.

Benefits:

- Enhances the quality of life
- Improves the image of the state to residents and visitors
- Improves likelihood of repeat tourism

Cost: TBD

Funding Source: State General Fund

Implementing Agencies: Office of the Governor or Lt. Governor

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
2	2.1	2.1.1: Number of firms in targeted diverse industries
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic performance rank (national)

Note: See <http://vision2020.louisiana.gov> for details on benchmarks.

Action Plan 2005 Recommendation 42:

Preserve and enhance the Atchafalaya Basin Program in order to preserve and promote the unique history, culture, and natural aspects the Basin offers to Louisiana citizens and visitors.

Vision 2020 Goal: Three- Improved Quality of Life

Vision 2020 Objective:

3.6: To protect, rehabilitate, and conserve our coastal ecosystem

3.7: To preserve and develop Louisiana's natural and cultural assets

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
3.6.1: Cumulative acres of coastal wetlands loss that will be prevented by projects	(1998)	(2003)		
Constructed	8,985	76,284	44,925	224,625
Authorized	14,975	159,871	74,875	344,425
Note: DNR has requested changes to these benchmark numbers, but they have not yet been approved by the Economic Development Council.				
3.7.1: Preservation & enhancement of the Atchafalaya Basin	(2001)	(2003)		
Acreage protected, restored, improved or opened for public access	10,700	12,100	15,000	95,500
Number of recreational & tourism facilities constructed and opened	1	2	2	12
Note: DNR has requested changes to these benchmark numbers, but they have not yet been approved by the Economic Development Council.				

Strategies:

Program Strategy 1: Encourage progress on the Atchafalaya Basin Master Plan to restore, protect, and make the Atchafalaya Basin accessible, where appropriate, to the public.

Action Plan:

1. Coordinate plan developments with appropriate Federal agencies
2. Secure Federal and State approvals for projects.
3. Obtain funding for projects.
4. Implement plans.

Benefits:

- Preserves unique ecosystem
- Maintains important floodway
- Opens area for recreation and tourism opportunities
- Leverages State funds

Cost: Covered by Federal and existing DNR funds.

Funding Source: State and Federal government

Implementing Agency: Department of Natural Resources

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
3	3.7	3.7.2: Amount of State-owned lands for natural resources management
3	3.7	3.7.3: Louisiana species listed as threatened, endangered, rare plants
2	2.1	2.1.13: Number of visitors to Louisiana

Note: See <http://vision2020.louisiana.gov> for details on benchmarks.

*Category: Cluster Development
System of Bike & Pedestrian Paths*

Action Plan 2005 Recommendation 43:

Increase the availability of bicycle and pedestrian facilities to increase the attractiveness of Louisiana to tourists and enhance quality of life for residents.

Vision 2020 Goal: Two -- The Culture of Innovation
Three -- Improved Quality of Life

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 3.8: To protect Louisiana's environment and support sustainable development

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.12: Tourism	(1997)	(2004)		
Employment generated	106,000	122,000	124,200	195,400
Visitor spending (in billions)	\$7.4	\$9.9	\$9.3	\$19.2
2.1.13: Number of visitors (in millions)				
Out-of-state	15.5 (1997)	19.0 (2003)	16.7	29.2
International	0.6 (1997)	0.4 (2003)	0.6	1.1
Louisiana state parks	1.44 (1998)	2.06 (2003)	2.05	3.2

Strategies

Program Strategy 1: Study the increased use of levee tops and riverfronts for bicycle and pedestrian facilities.

Action Plan:

1. Complete the study on increasing the use of levee tops for bicycle and pedestrian facilities (Department of Transportation and Development in cooperation with the Department of Culture, Recreation, and Tourism).

Benefits:

- Enhances the quality -of-life
- Improves the image of the state to residents and visitors
- Improves likelihood of repeat tourism
- Increases physical activity
- Improves bicycle and pedestrian safety (removing some of it from highways)

Cost: \$100,000

Funding Source: State Transportation Trust Fund - Federal

Implementing Agencies: Department of Transportation and Development in cooperation
with the Department of Culture, Recreation and Tourism

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.1.1: Number of firms in targeted diverse industries
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic performance rank (national)

Note: See <http://vision2020.louisiana.gov> for details on benchmarks.

Appendix B
Action Plan 2004 Status Reports

Action Plan 2004 Recommendation 1:

Vest all state agencies and public postsecondary education boards and institutions with responsibility for economic development.

Vision 2020 Goals: Two -- The Culture of Innovation
One -- A Learning Enterprise
Three -- A Top Ten State

Vision 2020 Objectives:

2.6: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

3.1: To increase personal income and assets of all citizen

Program Strategy 1: Infuse the concept that economic development is a responsibility of every state agency and postsecondary academic board and institution	
Action Plan	Status Report
<p>1. Ask the agencies that have not yet included economic development as a part of their mission statements to do so by January 2005.</p>	<p>1. The Departments of Economic Development, Education, Revenue and Transportation & Development and the Board of Regents reported information on economic development in their mission statements in Action Plans 2003 and 2004.</p> <p><u>Department of Environmental Quality (DEQ)</u></p> <p>DEQ's mission statement is as follows:</p> <p>The Department's mission is to provide service to the people of Louisiana through comprehensive environmental protection in order to promote and protect health, safety and welfare while considering sound policies regarding employment and economic development.</p> <p><u>Department of Natural Resources</u></p> <p>DNR's mission statement is as follows:</p> <p>The mission of the Louisiana Department of Natural Resources (DNR) is to preserve and enhance the nonrenewable natural resources of the state, consisting of land, water, oil, gas, and other minerals, through conservation, regulation, and management/exploitation, to ensure that the state of Louisiana realizes appropriate economic benefit from its asset base.</p> <p><u>Department of Culture, Recreation, & Tourism</u></p> <p>CRT's mission statement is as follows:</p> <p>Our mission is to provide the highest quality of service and programs through the preservation, promotion and development of Louisiana's historical, cultural, educational, natural and recreational resources, thereby enhancing the quality of life for Louisiana's citizens and encouraging economic growth while re-imagining Louisiana as a great place to live, work and play.</p> <p><u>Department of Labor</u> DOL's mission statement is as follows:</p> <p>The mission of the Louisiana Department of Labor is to help strengthen the Louisiana economy by building a well-trained quality workforce, by providing an efficient labor market exchange for workers and businesses, and by helping to maintain a workplace that is supportive of worker safety and productivity.</p>
<p>2. Ask the postsecondary education boards that have not included economic development as a part of their mission statements to do so by January 2005</p>	<p>2-3. According to the Board of Regents, all public postsecondary institutions have included economic development in a mission statement.</p> <p>Through the Board of Regent's <i>Master Plan for Public Postsecondary Education</i> as identified in Goal III: Enhancement Services to Communities and State, each college and university is "expected to improve the educational, social, and economic conditions of their communities".</p>
<p>3. Ask the postsecondary education institutions that have not included economic development as a part of their mission statements to do so by January 2005</p>	<p>Each of the four systems (University of Louisiana System, Louisiana State University System, Southern University System, and Louisiana Community and Technical College System) ensures that each of their institutions will comply with all policies and directives of the Board of Regents, including all provisions of the <i>Master Plan</i>.</p>

Strategy 2: Charge every state agency and postsecondary academic board and institution with defining their role within economic development.

Action Plan	Status Report
<ol style="list-style-type: none"> 1. Require every state agency and postsecondary board and institution to define in writing their role within economic development by November 2004. 2. Require every state agency and postsecondary board and institution to identify the elements of economic development they will address (e.g., education that meets the needs of technology-intensive industry, physical infrastructure, broadband capacity, research & development dollars, seed and venture capital, access to quality local healthcare, workforce trained to meet the needs of technology-intensive industry, licensed patents, etc.) by November 2004. 3. Require every state agency and postsecondary board and institution to identify interagency/inter-institution collaborative projects to further economic development efforts by November 2004. 	<ol style="list-style-type: none"> 1. The Departments of Economic Development, Education, Revenue, and Transportation & Development and the Board of Regents in writing their roles within economic development in Action Plans 2003 and 2004. 2. The Departments of Economic Development, Education, Revenue, and Transportation & Development and the Board of Regents in writing the elements of economic development they will address in Action Plans 2003 and 2004. 3. Collaborative projects have not been reported.

Implementing Agency(s): All agencies, all postsecondary education boards and institutions

Action Plan 2004 Recommendation 2:

Support efforts within the Legislature to establish a Science & Technology Committee, Subcommittee, or Task Force that will serve as a focal point for technology information, policy development, and technology industry issues.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Program Strategy 1: Continue working to get a Science & Technology committee/ subcommittee created.

Action Plan	Status Report
<ul style="list-style-type: none"> 1. Meet with representatives of the Governor's Office & LED to identify key legislators with whom the new committee/ subcommittee should be discussed. 2. Plan and set up appropriate meetings 3. Follow up, as necessary. 	<p>1-3. Legislators were approached and a plan to create a subcommittee of the Joint Budget Committee was developed. A resolution to create that subcommittee was passed, but no action has been taken to actually the subcommittee.</p>

Implementing Agencies: Office of the Governor, Louisiana Economic Development

Category: Marketing
Public Relations Campaign

Action Plan 2004 Recommendation 3:

Develop and fund a marketing and public relations campaign for Louisiana targeted to Louisiana citizens and out of state businesses.

Vision 2020 Goals: Two - The Culture of Innovation
Three – Quality of Life

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 3.1: To increase personal income and assets of all citizens

Program Strategy 1: Prepare a marketing and public relations campaign	
Action Plan	Status Report
<ul style="list-style-type: none"> 1. Obtain assistance from marketing and public relations professionals to develop a marketing and public relations campaign that focuses on conveying the benefits of doing business in Louisiana and the positive changes occurring in the state. 2. Coordinate this initiative with other state marketing and public relations efforts, including tourism and convention business initiatives. 3. Provide adequate funding for this marketing and public relations campaign. 	<ul style="list-style-type: none"> 1. LED's public relations firm and LED and Governor's Office staff worked to convey the benefits of doing business in Louisiana and the positive changes occurring in the state. With new staff, LED plans to contract with a marketing/public relations firm to assist in developing a plan to continue these efforts. 2. Not yet done. 3. The 2004 Legislature did not provide funds for this marketing and public relations campaign, so existing funds were used to the extent possible.

Implementing Agency: Office of the Governor & Louisiana Economic Development

*Category: Workforce Training
Training Focused on Company Needs*

Action Plan 2004 Recommendation 4:

Make workforce training programs and funds responsive to the needs of companies.

Vision 2020 Goals: One - The Learning Enterprise
Two - The Culture of Innovation

Vision 2020 Objectives:

- 1.10: To build a workforce with the education and skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs
- 1.9: To make workforce education and technical training programs widely available at the secondary and post-secondary levels.

Implementing Agencies: Louisiana Workforce Commission, Board of Regents, Louisiana Community and Technical College System, and the Louisiana Department of Education.

Program Strategy 1: Focus workforce training programs on the needs of companies	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Gather and analyze data from companies to assess their workforce needs, with a special emphasis on the state's targeted clusters. 2. Convene within the Workforce Commission a workgroup consisting of representatives of industry and involving secondary and postsecondary education to develop recommendations on how to meet industry needs. 3. Develop a comprehensive inventory of nationally recognized, industry-specific certifications and meet with industry leaders to assess the need for these certifications in each targeted cluster. 4. Emphasize and expand articulation (seamless awarding of advanced credit from one level and institution to the next) between secondary and postsecondary programs and institutions. 5. Continue to collaborate with other state agencies and business and industry partners to provide intensive training for secondary and postsecondary instructors to become certified and implement certification programs. 6. Create a system or single point of contact to improve access to state workforce training resources 7. Establish a program to promote management and team training in a corporate atmosphere in the Community and Technical College System. 	<p>1, 2, 6: Governor Blanco has appointed a Workforce Enterprise Team staffed by the Workforce Commission, comprised of the heads of the agencies including: Labor, Economic Development, Board of Regents, Department of Education, and LCTCS. The Enterprise Team has appointed of subcommittee on Regional Business Services whose charge is to address actions items 1,2,3 and 6.</p> <p>In addition, and in coordination with the Enterprise Team, Governor Foster created and appointed a Workforce Competitiveness Task Force to identify the necessary components to produce an effective and responsive statewide workforce development system that is responsive to the needs of employers and job seekers; define the state of Louisiana's workforce vision; develop an understanding the current system, including its efficiency and effectiveness, its strengths and weaknesses and opportunities for improvement; research best practices of workforce development systems in other states; develop an understanding and assessment of the statewide capacity of workforce development services, including programs offered, administrative funds, training funds and administrative/ and government structures; and recommend strategies to achieve the Louisiana Workforce Vision by: 1) creating an organizational structure and system of funding to better enable employers and workers to gain easy access to workforce training; 2) prioritizing workforce needs resources in support of economic development efforts of the state; 3) establishing appropriate accountability measures; and 4) establishing policy or statutory changes.</p> <p>The Task Force and the Enterprise Team are continuing to work to accomplish the tasks outlined above, with the Task Force planning to report to the Governor by December 2005.</p> <p>3. The Industry-based certification council, staffed by the Workforce Commission and comprised of representatives from multiple agencies maintains a "comprehensive inventory of nationally recognized, industry specific certifications and meet with industry leaders to assess the need for these certifications in each targeted cluster.</p> <p>4. According to ACT 151 of 1998 and 383 of 2003, the Board of Regents and Department of Education in cooperation with LCTCS are charged to report annually, secondary to postsecondary articulation efforts statewide. Regents, Dept of Education and LCTCS have established state goals and objectives to address this process. In addition the Board of Regents is in the process of adopting a Statewide Policy on Dual Enrollment.</p> <p>5. Intensive training for secondary and postsecondary instructors to become certified so they can teach certification programs is done by the Department of Education and the LTC.</p> <p>6 & 7. LCTCS has created a single entry point in New Orleans for businesses seeking training services. This project is serving as a model for the state. The next phase of this pilot project will be to establish a corporate atmosphere for management and team training for companies in the New Orleans region.</p>

*Category: Workforce Training
Education & Training Throughout Work Lives*

Action Plan 2004 Recommendation 5:

Increase the proportion of Louisiana citizens who have access to education, training, and retraining throughout their work lives, including basic skills, soft skills, and /or technical skills upgrade.

Vision 2020 Goals: One - The Learning Enterprise
Two - The Culture of Innovation

Vision 2020 Objectives:

- 1.10: To have a workforce with the education & skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs
- 1.9: To make workforce education and technical training programs widely available at the secondary and postsecondary levels

Program Strategy 1: Increase access of Louisiana adults to instruction that prepares them for the GED.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Through the Skills Guide, inventory programs that provide instruction that prepares Louisiana adults for the GED. 2. Continue collaboration between the Workforce Commission, the Department of Education, the Board of Regents (LCTCS), employers and community organizations to establish multiple, accessible sites for instruction leading to the GED. 	<ol style="list-style-type: none"> 1. A list of sites that provide Adult Ed services and GED testing that are approved by the Dept. of Education is available on the Department's website, but a comprehensive inventory, that includes sites other than those approved by the Department, has not been done. The Skills Guide was completed. 2. These groups are continuing to collaborate to establish multiple sites for instruction leading to the GED. During this year, the Dept. of Education sent out a new RFP to add additional sites for GED training, and the Workforce Commission has included that push for additional sites in meetings held around the state.
Program Strategy 2: Increase access of employed Louisiana adults to publicly funded basic skills and technical skills upgrades.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Inventory available Incumbent Worker Training Program projects, TANF customized basic/technical skills training, Adult Education workplace literacy and workforce-related family literacy projects, and other publicly funded upgrade training. 2. Continue collaboration between the Workforce Commission, the Department of Labor, the Department of Education, the Board of Regents (LCTCS), employers, and community organizations to establish multiple, accessible sites for basic skills and technical skills upgrades. 3. Continue cross-agency support for the newly created Strategies To Empower People (STEP), a program administered by the Department of Social Services, with the expectation and requirement that all welfare recipients will participate in some sort of employment-related activity while receiving financial support. 	<ol style="list-style-type: none"> 1. The Board of Regents, Department of Education and LCTCS are working with other state agencies to accomplish and identify available training programs. 2. This collaboration is continuing. 3. STEP has been implemented and these groups continue to work as partners to support DSS.

Program Strategy 3: Increase access of employed Louisiana adults to affordable child care, transportation, and counseling to support education/training and employment.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Inventory availability of affordable childcare, transportation and counseling to support participation of Louisiana adults in basic skills and technical skills upgrades. 2. Develop collaboration between the Workforce Commission, Department of Social Services, Department of Transportation and Development, Board of Regents (LCTCS), Department of Labor, and community organizations to showcase effective childcare, counseling, and "brokered" transportation arrangements. 	<ol style="list-style-type: none"> 1. A comprehensive inventory has been discussed but has not been done. 2. A model program, known as Super Moms is underway at Bossier Parish Community College. This model should be better publicized, in an effort to expand this type of program; however, that has not yet been done.
Program Strategy 4: Implement additional industry -based certifications from the sample list of demand occupations.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Inventory industry-based certification training programs from the sample list offered to Louisiana adults. 2. Continue collaboration between the Workforce Commission, the Board of Regents (LCTCS), BESE (the Department of Education), and business/industry consortia to establish additional industry-based certification training programs in the sample list. 	<ol style="list-style-type: none"> 1. The Workforce Commission has coordinated the updating of the registry of the 38 IBC certifications on the focus list. This list includes secondary and postsecondary sites where each certificate is offered. 2. The Interagency IBC Council meets regularly. Four certifications were added in the last few months, and certifications will continue to be added.

Implementing Agencies: Louisiana Workforce Commission, Board of Regents, the Louisiana Community and Technical College System, the Louisiana Department of Education, and, where applicable, school systems.

Action Plan 2004 Recommendation 6:

Permanently fund universal pre-kindergarten education programs, beginning with at-risk children, to increase their competency levels in language and mathematical computation.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:

1.1: To have every child ready to learn by kindergarten

Program Strategy 1: Expand the implementation of high quality pre-school program targeting high-risk four-year old children throughout the state.

Action Plan	Status Report
<ol style="list-style-type: none"> 1. Continue to seek state, federal, and interagency funds in order to provide 100% universal access to high-quality early childhood education. 2. Continue the process of designing early childhood education credentials appropriate for emerging federal highly qualified teacher policies. 3. Through on-going discussion concerning the design of the MFP formula, examine possible methods for fully funding Pre-K programs with state funds. 4. Continue the process for alignment of all early childhood education programs including 8(g) Early Childhood, Starting Points Preschool, LA 4, Title I preschool, Even Start, and Head Start Programs. 5. Conduct a major statewide early childhood education summit to promote leadership and professional development among Louisiana educators. 6. Conduct on-going critical evaluations of LA 4 to determine the value educational and fiscal value of the program. 	<ol style="list-style-type: none"> 1. During the 2005 Legislative session, an additional \$20 million was appropriated for prekindergarten programs. The additional funds will provide approximately 93% of the at-risk population access to high quality early childhood programs. 2. Pre-K does not fall under the highly qualified category, but Louisiana has defined highly qualified for the purposes of its prekindergarten programs. This definition is based upon the use of certain early childhood certifications. 3. These discussions continue especially in light of the state's continued increase of funding to pre-k programs. 4. All prekindergarten programs under the jurisdiction of the Department of Education are required to follow the content standards and Grade Level Expectations (GLEs) developed by the LDOE. Committees are currently working to align the program standards for the various programs. 5. A summit was not conducted. 6. A yearly evaluation as well as a longitudinal evaluation of the LA 4 Prekindergarten Program is being conducted.

Implementing Agency: Louisiana Department of Education

Action Plan 2004 Recommendation 7:

Maintain and strengthen the K-12 School and District Accountability Program to create more effective schools and teaching that improve student academic achievement.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objectives:

- 1.2: To improve the reading & math skills of every student by high school graduation
- 1.4: To have student completion rates approaching 100 percent for Pre-K – 12 and postsecondary education

Program Strategy 1: Continue to maintain or expand funding for School and District Accountability-specific programs.	
Action Plan	Status Report
<ol style="list-style-type: none"> Develop and revise training modules for District Assistance Teams. Provide training on Districts Assistance Teams modules through the Regional Service Centers, Department staff, and district personnel. Continue to conduct the School Analysis Model and associated scanning, analysis, and reporting services. Refine coordination between District Assistance Teams and Distinguished Educators. Organize the awarding of School Improvement Funds to schools in Corrective Action. Organize the awarding and distribution of School Growth Target Awards. Provide updated Accountability Manuals to all schools. Develop and implement the accountability data validation process. 	<ol style="list-style-type: none"> Existing training modules were revised and new modules were developed. Training was provided using a modified version of the training modules while the revisions to the existing modules was completed. LDE continued to offer LEAs services related to the School Analysis Model including scanning, analysis, and reporting services. LDE has continued to work to refine and improve the coordination between District Assistance Teams and Distinguished Educators in schools served by both. LDE allocated both the state and federal school improvement funds to schools in School Improvement (Corrective Action). LDE allocated the awarding and distribution of the School Growth Target Awards for those schools that met or exceeded their growth targets. Due to continuing changes to the accountability system required by NCLB, the LDE has not yet updated the Accountability Manuals to provide to schools. LDE continued to refine and implement the accountability data validation process.

Implementing Agency (Office): Louisiana Department of Education

Action Plan 2004 Recommendation 8:

Develop a comprehensive, integrated master plan for using technology to both improve the overall efficiency of school systems and to increase student achievement.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:

1.7: To fully integrate information technology resources in schools

Program Strategy 1: Conduct a comprehensive study that identifies strategies to improve the efficiency of school systems.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Convene a public/private working task force to oversee the project; 2. Obtain staff assistance 3. Conduct research to identify specific technologies (e.g., computerized grade "books" for teachers) shown to improve the efficiency of school systems, thereby freeing money for other uses. 4. Develop a plan that includes selecting the technologies most likely to increase the efficiency of school systems and schools 5. Identify which of these technologies are in use in Louisiana (and where and how) 6. Develop strategies for implementing these technologies in Louisiana's school systems and schools. 	<p>1-6. Actions 1-5 of program strategy 1 were not addressed during the past year.</p>
Program Strategy 2: Conduct a comprehensive study that identifies strategies to improve student achievement.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Convene a public/private working task force to oversee the project; 2. Obtain staff assistance 3. Conduct research to identify specific technologies shown to improve student achievement. 4. Develop a plan that includes selecting the technologies most likely to improve student achievement. 5. Identify which of these technologies are in use in Louisiana (and where and how) 6. Develop goals for technology penetration and strategies for implementing these technologies in Louisiana's school systems and schools. 	<p>1-6. Actions 1-5 of program strategy 1 were not addressed during the past year.</p>

Implementing Agency: Louisiana Department of Education

Category: Pre-K – 16+ Education
Technology in the Schools -- Funding

Action Plan 2004 Recommendation 9:

Create a dedicated funding base to support the installation and upgrading of information technology infrastructure and resources for Louisiana's pre-kindergarten-20 schools.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:

- 1.7: To fully integrate information technology resources in schools
- 1.2: To improve the reading and math skills of every student by high school graduation

Program Strategy 1: Develop recommendations for providing a stable funding base for technology improvements in schools.	
Action Plan	Status Report
<ul style="list-style-type: none"> 1. Convene a task force to oversee the project 2. Research options for a stable funding base 3. Make recommendations 4. Prepare legislation, if appropriate 	<p>1-4. Recommendations were presented to the Governor and Division of Administration during the 2005 legislative session for classroom technology funding for the 2005-2006 school year. The legislature approved \$10 million to be allocated to public school districts and approved non-public schools on a per student allocation basis.</p>

Implementing Agency: Louisiana Department of Education

*Category: Pre-K – 16+ Education
Pre-Kindergarten-12 Funding*

Action Plan 2004 Recommendation 10:

Provide Pre-Kindergarten-12 education funding that is commensurate with the academic goals and life skills training needed for a quality education system.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objectives:

- 1.2: To improve the reading and math skills of every student by high school graduation
- 1.3: To have a highly qualified teacher in every classroom

Budgetary Strategy 1: Continue to maintain or expand funding for School and District Accountability, Distinguished Educators, teacher quality, enhanced student assessment, remediation, Learning Intensive Networking, Louisiana Educational Accountability Data System (LEADS), Teacher Assistance and Assessment, K-3 Reading and Math, School Leadership Development, and Classroom-Based Technology.

Action Plan	Status Report
<ol style="list-style-type: none"> 1. Continue to provide services to district assistance teams (DATs) and schools in School Improvement. 2. Collaborate more closely with Regional Education Service Center to provide required technical support and assistance for districts and schools in School Improvement. 3. Use the Distinguished Educator program to assist school staff with data analysis, resource allocation, mentoring, and implementation of instructional leadership strategies. 4. Revise and refine the LEAP 21, GEE 21, alternate assessment, and norm-referenced testing to meet continuing accountability needs and new requirements of NCLB. 5. Continue to fund and conduct LEAP Summer School, GEE 21 Remediation, and LEAP 21 Tutoring Programs. 6. Continue to refine and more effectively utilize the LEADS to provide data concerning the effectiveness of the School and District Accountability program and seamless integration of NCLB data collection procedures and reporting requirements. 7. Continue to expand and refine LINC to build and strengthen the ability of K-12 classroom teachers to design and implement standards-based, technology rich lessons which improve student learning. 8. Coordinate K-3 Reading and Math funding with the comprehensive statewide reading plan Pre-K-12 according to scientifically-based research on effective reading instruction; provide effective intervention for low-performing student; and evaluate commonly used basal materials and programs; and provide professional development targeted toward building district capacity. 	<ol style="list-style-type: none"> 1. LDE has provided services to the district assistance teams and schools in school improvement through the DEs, Regional Service Centers, and LDE staff. 2. LDE staff meets with the RESC directors monthly and all staff semi-annually to update them on any changes to accountability and to provide professional development to assist them in serving the schools in their region. Additionally, this year, RESC staff members served on the teams that worked on the revision of the training modules for the district assistance team members. 3. Distinguished Educators were assigned to schools in school improvement to assist the school staff members with data analysis, resource allocation, mentoring, and implementation of instructional leadership strategies. 4. LDE has continued the development of iLEAP for administration in Spring 2006 and began development of a new alternate assessment that will meet the requirement of NCLB. 5. The state has continued to fund and administer LEAP Summer School, GEE21 Remediation and LEAP 21 Tutoring programs. 6. Due to funding issues, continuing development of the LEADS project has not progressed as rapidly as originally planned. LDE continues to work on strategies to continue and expand the development of LEADS. 7. LINC has been continued during the past year to provide a schoolwide reform model that strengthens the ability of classroom teachers to design and implement standards-based, technology rich lessons which improve student learning. 8. LDE continues to allocate the K-3 Reading and Math funds to LEAs and to administer these funds to ensure that the funding supports the implementation of a comprehensive statewide reading plan for PreK-12 with these funds supporting the K-3 portion of that plan.

Implementing Agency: Louisiana Department of Education

Category: *Pre-K – 16+ Education*
Postsecondary Funding

Action Plan 2004 Recommendation 11:

Increase postsecondary education funding and engage in other appropriate actions to ensure excellence in the classrooms and research leadership.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:

- 1.3: To have a highly qualified teacher in every classroom
- 1.8: To have a competitive, efficient, well-integrated system of postsecondary education
- 2.2: To significantly increase public & private research and development activity

Budgetary Strategy 1: Continue to implement the Five-year Funding Plan to reach 2003 target for pupil spending for higher education.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Continue to implement and promote the Master Plan for Postsecondary Education 2. Implement Funding Formula for equitable distribution of funds to the institutions of higher education 	<ol style="list-style-type: none"> 1. The Master Plan for Postsecondary Education will be fully implemented this Fall 2005. In addition, timely revisions will again occur regarding a new Master Plan. 2. In March 2005, the Board of Regents adopted a revised Tuition Policy to address equitable distribution of funds. Components of new policy address: Need Based Aid and universities meeting performance indicators. Tuition Policy implementation requires Legislative approval.
Budgetary Strategy 2: Continue to implement of the Five-year Funding Plan, working toward being in the top quartile in teacher salary within SREB states.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Implement and promote the Master Plan for Postsecondary Education 2. Implement Funding Formula for equitable distribution of funds to the institutions of Higher Education 	<ol style="list-style-type: none"> 1. Full implementation of the Master Plan for Postsecondary Education will be implemented this Fall 2005. In addition, timely revisions will again occur regarding a new Master Plan. 2. In March 2005, the Board of Regents adopted a revised Tuition Policy to address equitable distribution of funds. Components of new policy address: Need Based Aid, Universities meeting performance indicators and (Tuition Policy implementation requires Legislative approval)
Program Strategy 1: Develop a plan to address postsecondary education facility needs	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Complete the comprehensive assessment of postsecondary education facility needs 2. Develop a plan to address those needs 3. Identify options for financing implementation 	<ol style="list-style-type: none"> 1. Assessment of postsecondary education facility needs completed in 2005. 2. Recommended Capital Outlay plan FY 2005-06 provided to DOA. Included within the comprehensive plan is a request for additional space and renovation, as well as the comprehensive maintenance plan. <p>A total of 37.5 million square feet were reviewed in the comprehensive maintenance assessment. The assessment identified a total of \$1.2 billion dollars in maintenance. Within the property assessment, maintenance need was prioritized within five categories (Category 1-5 with Category 1 being the most critical/ priority).</p> <p>Priority 1=\$221 Million, Priority 2=\$301 Million.</p>

Implementing Agency: Board of Regents and Management Boards

Action Plan 2004 Recommendation 12:

Maintain & streamline current and evaluate new incentive programs.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.9: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Program Strategy 1: Modernize and streamline procedures	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Continue efforts to consolidate incentive databases 2. Continue analysis of internal handling of incentive-related requests 3. After 1 & 2 above are completed, analyze opportunities to streamline handling of applications and information in order to provide better information and service to customer firms 	<p>1-3. LED has engaged a company specializing in software engineering to make final modifications and improvements to its consolidated incentives database and to the associated web interface for businesses and the internal system for handling and processing applications.</p>
Program Strategy 2: Consider new incentive programs that encourage job creation and retention and facility modernization.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Monitor the need for new incentives, including incentives for knowledge-based companies 2. Review incentives used in other states that might be appropriate for Louisiana 3. Research and prepare documentation to support the need and impact of any proposed new incentives 	<p>1 & 2. LED is monitoring the need for new incentives, including incentives for knowledge-based companies. Two recent studies conducted for LED have partly addressed the need for new incentives as well as modifications to current incentives and have made comparisons to incentives offered in other states. LED is studying these recommendations and will move to implement those judged to be good for Louisiana.</p> <p>3. LED has and continues to conduct research to support the need and impact of proposed new incentives.</p>

Implementing Agency(s): Louisiana Economic Development & the Louisiana Legislature

Action Plan 2004 Recommendation 13:

Update the tax code to remove disincentives to investment and modernization and ensure fairness in assessments.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.9: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Legislative Strategy 1: Support the enactment of changes in the tax code	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Phase out state sales tax on manufacturing machinery & equipment. 2. Phase out corporate franchise tax on long-term debt. 3. Provide a system that produces fair and equitable property tax assessments. 4. Explore alternatives to tax incentives that encourage capital investments. 5. Reduce sales tax on energy sources. 	<ol style="list-style-type: none"> 1. Legislation passed; Act 1 of the 2004 1st Extraordinary Legislative Session. 2. Legislation passed; Act 3 of the 2004 1st Extraordinary Legislative Session. 3. Legislation passed for creation of statewide ad valorem tax assessment database; Act 448 of the 2004 Regular Legislative Session. 4. LED has looked at a program and will support legislation for tax equalization and industrial assistance for companies in danger of closing. 5. Proposal not passed by the Legislature.

Implementing Agency(s): Louisiana Legislature; Department of Revenue & Taxation;
Louisiana Economic Development

Action Plan 2004 Recommendation 14:

Adopt necessary statute changes to conform Louisiana's laws to the Streamlined Sales Tax requirements by 2005.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.9: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Program Strategy 1: Recommend specific changes to put Louisiana's statutes in line with the Streamlined Sales Tax Code requirements	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Create a working group that includes representatives of the Governor's Office, Legislature, local governing bodies and Department of Revenue 2. Work with Legislative staff to draft legislative bill containing necessary statute changes by October 1, 2004. 3. Obtain input on legislative bill draft from local governing authorities by December 15, 2004. 4. Educate the public, the legislature, and local governing authorities about the Streamlined Sales Tax Project and the benefits of its adoption by the state of Louisiana 5. Establish uniform local sales tax return and remittance system as required by Act 73 of the 2003 Regular Legislative Session by January 1, 2005 (pending receipt of funding). 	<p>1-4. No action was taken on this Program Strategy and these strategies have been included in 2005 Action Plans.</p> <p>5. Funding was received and the UELRR Advisory Committee was appointed in February 2005. This strategy has been included in 2005 Action Plans.</p>

Implementing Agency(s): Louisiana Legislature, Department of Revenue, & Louisiana Economic Development

Action Plan 2004 Recommendation 15:

Create and promote angel capital networks around the state.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

Program Strategy 1: Develop a mechanism to provide training focused on the logistics of building angel investor networks within the state.	
Action Plan	Status Report
<ul style="list-style-type: none"> 1. Identify best practices in how to organize and maintain angel investor networks 2. Identify best practices in informing and training angel investors 3. Identify people and financial resources to conduct the training 4. Develop a plan to put the resources together to provide the training, in order to begin putting together angel investor networks around the state 	<ul style="list-style-type: none"> 1. LED worked with a Louisiana group to identify best practices related to developing and operating angel investor networks and training angel investors. LED also helped finance the organization of the new Louisiana Angel Network (LAN). 2-4. LED has not developed a plan for training angel investors.
Program Strategy 2: Establish links between investors and companies needing investment	
Action Plan	Status Report
<ul style="list-style-type: none"> 1. Investigate websites and other means for establishing the needed links between angel investors and companies seeking investment to determine models that are user friendly and secure 2. Establish or assist in the establishment of a website 	<ul style="list-style-type: none"> 1-2. LAN has developed and operates a website (with appropriate confidentiality safeguards) to link angel investors with companies seeking investors.

Legislative Strategy 1: Create an angel investor tax credit to encourage angel capital investments	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Develop an angel investor tax credit 2. Prepare legislation 3. Meet with appropriate committees, legislators, and stakeholders to build support and identify a champion 4. Provide ongoing information and support as needed 	<p>1-4. LED organized a working group that developed a legislative strategy and a bill to created an angel investor tax credit. This group met with appropriate committees, legislators, and stakeholders, and provides information and support, as needed.</p>

Implementing Agencies: Louisiana Economic Development

Action Plan 2004 Recommendation 16:

Assess existing public programs in Louisiana that provide capital for startups, and evaluate their effectiveness in supplying early stage capital.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Program Strategy 1: Assess previous efforts to encourage investments in early stage companies.	
Action Plan	Status Report
<ul style="list-style-type: none"> 1. Review the results of the CAPCO program as it relates to early stage investments 2. Review the results of the Louisiana Economic Development Corporation's efforts to encourage early stage investments 	<ul style="list-style-type: none"> 1. The results of the CAPCO program were reviewed and continue to be monitored on an ongoing basis. 2. The results of LEDC's efforts to encourage early stage investments are monitored on an ongoing basis.
Program Strategy 2: Review the Louisiana Economic Development Corporation's efforts to implement a technology commercialization program that helps to move technologies from the prototype stage to commercialization.	
Action Plan	Status Report
<ul style="list-style-type: none"> 1. Identify best practices in other states 2. Review policies, rules, and legislation to identify barriers 3. Outline a program 4. Identify and secure funding 5. Implement the program 	<ul style="list-style-type: none"> 1-5. These tasks were not done.

Implementing Agencies: Louisiana Department of Economic Development

Category: *University/Industry Interactions*
University Technology Transfer

Action Plan 2004 Recommendation 17:

Implement at the research universities the recommendations in the A.M. Pappas study entitled “Strengthening Technology Transfer Capabilities of Louisiana Universities” in order to improve research and technology commercialization outcomes and working relationships between universities and companies.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana’s existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Program Strategy 1: Identify real and perceived barriers to university industry collaborations.	
Action Plan	Status Report
1. Identify legislative barriers and ethics commission guidelines and interpretations that may impact university-industry interactions and collaborations by November 2004.	1. At least one potential barrier has been identified. Efforts are now underway to determine how to best resolve the issue.
Program Strategy 2: Meet annually with university technology transfer personnel	
Action Plan	Status Report
<ul style="list-style-type: none"> 1. Set up a meeting in the fall 2004 with tech transfer personnel from each research university, LED, the Board of Regents, and the Science & Technology Task Force of the Louisiana Economic Development Council. 2. Ask each research university or campus to make a presentation about their offices and operations, such as staffing, outreach activities, budget, successes, and needs, all of which will be specifically identified prior to the meeting. 3. Have each university deliver a written fact sheet covering the information presented at the meeting and other relevant information. 	1-3. A meeting was not held; however, most of the research universities are actively working to improve their technology transfer offices. The LSU System has recently completed a detailed study of technology transfer offices and efforts at each of its research campuses, and is in the process of implementing the report’s recommendations. Several UL System campuses are also working to improve technology transfer.

Implementing Agencies: Board of Regents and the Department of Economic Development

Category: University/Industry Interactions
University Tech Transfer Funding

Action Plan 2004 Recommendation 18:

Develop a stable funding stream for technology transfer at state universities.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise

Program Strategy 1: Task a group with representatives from LED and the Board of Regents, with input from the Louisiana Economic Development Science & Technology Task Force, with making a recommendation regarding a sustainable funding stream for technology transfer at state universities.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Ask LED, Regents, and the S&T Task Force to assign representatives to a committee to consider funding for tech transfer 2. Convene a meeting (or meetings) to seek suggestions and discuss the issues 3. Meet with appropriate Board of Regents committees and personnel to discuss options for funding 4. Develop a proposal and seek appropriate support 	<p>1-4. These action items were not accomplished; however, progress toward improving technology transfer is being made within the university systems. The LSU System has recently conducted a study of its tech transfer policies, practices, and operations, and is moving to make changes to improve tech transfer at each of its research campuses.</p>

Implementing Agencies: Board of Regents and the Department of Economic Development

Category: University/Industry Interactions
Statewide Technology Resources Database

Action Plan 2004 Recommendation 19:

Build on the LACES database by continuing to develop and maintain a statewide, user-friendly integrated technology resources database that promotes industry/university partnering.

Vision 2020 Goal: Goal Two: Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Program Strategy 1: Enhance the ability of businesses to access information on expertise and specialized equipment available at Louisiana universities.	
Action Plan	Status Report
<ul style="list-style-type: none"> 1. Finalize development of the LAExperts database 2. Populate the database using the information from the existing Board of Regents to share expertise and equipment data from its databases 3. Encourage universities to provide data for the LAExperts database 	<ul style="list-style-type: none"> 1. The technology for the three LAExperts components, including GIS overlays, is essentially in place. The department is concentrating at the moment on tweaking and populating the sites and buildings database, because of its importance to provide information to site selection consultants working on projects. Obtaining and maintaining the information for all three databases continues to be a challenge.
Program Strategy 2: Market the LAExperts and LACES to potential users.	
Action Plan	Status Report
<ul style="list-style-type: none"> 1. Encourage appropriate state agencies, universities, and regional and local economic development entities to promote the databases through their communications channels, including but not limited to adding links to their websites 	<ul style="list-style-type: none"> 1. LED has encouraged universities and economic development entities to promote the databases.

Implementing Agencies: Louisiana Economic Development & Board of Regents

Category: Capacity Building
Rural & Community Development

Action Plan 2004 Recommendation 20:

Develop a comprehensive strategy for rural and community development.

Vision 2020 Goals: Two – The Culture of Innovation
Three -- Quality of Life

Vision 2020 Objectives:

- 3.1 To increase personal income and assets of all citizens
- 3.5: To ensure safe, vibrant, and supportive communities for all citizens

Budgetary Strategy 1: Prepare a strategic plan for rural and community development.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Create a working group that includes representatives of the Governor's Office, Louisiana Economic Development, the Legislature, other appropriate state agencies (e.g., DOL, DHH, DSS, DOTD, DOE, etc.), the LSU AgCenter, and representatives of rural areas and small communities. 2. Identify promising practices in rural and community development. 3. Identify components that need to be addressed in Louisiana's strategic plan for rural and community development. 4. Assess regional economic development strategies and how they can support rural areas. 5. Develop a scope of work, determine funding needs, and identify possible sources of funds. 	<p>1-5. A strategic plan for rural and community development has not been done.</p>

Implementing Agency(s): Office of the Governor & Louisiana Economic Development

Category: Capacity Building
Economic Development Funding

Action Plan 2004 Recommendation 21:

Develop a stable funding stream for state and regional economic development practices and programs.

Vision 2020 Goals: Two – The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

Budgetary Strategy 1: Develop recommendations for a stable funding stream for state and regional economic development.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Create a working group that includes representatives of the Governor's Office, Legislature, Louisiana Economic Development, Louisiana Department of Revenue, and other appropriate members. 2. Outline stable funding options for state and regional economic development efforts. 3. Assess the fiscal impact of top ranked proposals. 4. Make recommendations . 	<p>1 -4. The Task Force on Regional & Local Economic Development, created by legislative resolution, met throughout the year. These meetings resulted in a bill, SB 291 of the 2005 Regular Session, that would allow the creation of regional and local economic development districts that could make regions more self-reliant in funding economic development in the region, in order to be more competitive with other states. These economic development districts would have the power to tax themselves to fund economic development projects, if such tax were approved by a vote of the people in the district. They would have no fiscal impact on the state budget.</p>

Implementing Agency(s): Office of the Governor, Louisiana Economic Development, Louisiana Department of Revenue

Category: *Capacity Building*
Statewide Broadband Internet Backbone

Action Plan 2004 Recommendation 22:

Expand access to broadband Internet connectivity, particularly broadband and research grade connectivity, throughout the state.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

Program Strategy 1: Create and populate a public/private task force to guide the state's efforts to provide access to and stimulate demand for affordable, scalable, high-speed middle- and last-mile connectivity.

Action Plan	Status Report
<ol style="list-style-type: none"> Determine groups/individuals who should serve on the task force Invite individuals Set up first meeting Hold meeting to brief members on work to date, work that needs to be done, and their role in managing. Outline remaining tasks, estimate costs for each task, and develop a timeline for accomplishing them 	<p>1-5. The Louisiana Broadband Advisory Council was created by the Legislature in the 2004 Regular Session. This bill specified the membership of the Council, with most of the 24 members appointed by the Governor. The first meeting was held on November 15, 2004. At that meeting, an outline of topics to be covered was discussed and subcommittees were formed to address each major issue. A preliminary strategic plan, consisting of reports from each subcommittee, was submitted to the Governor and Commissioner of Administration in early April. The Council will continue to meet, beginning again after the legislative session, to continue its work.</p>

Implementing Agencies: Office of the Governor, Division of Administration and the Office of Rural Development Louisiana Economic Development; and Louisiana Board of Regents

*Category: Capacity Building
Entrepreneurial Support and Training*

Action Plan 2004 Recommendation 23:

Develop a master plan for entrepreneurship support and education to build capacity throughout Louisiana.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

Program Strategy 1: Develop a master plan to build capacity for entrepreneurial activity in Louisiana	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Identify group to spearhead the master plan 2. Analyze the state's entrepreneur and small business development and outreach programs 3. Assess promising practices in entrepreneurship support programs 4. Identify the optimal role for the state's Small Business Development Centers (SBDCs). 5. Assess promising practices in entrepreneurial education programs for all education levels 6. Assess opportunities for using existing program funds, including Workforce Investment Act funds, to support entrepreneurial support and/or education in Louisiana 7. Expand business development programs that encourage the continued growth of small, minority, and women-owned businesses and businesses in rural areas. 8. Expand programs that provide the information and skills businesses need to create wealth through international business and trade. 9. Support efforts to increase entrepreneurial activity statewide by particularly those that can be implemented at the community/regional level. 	<p>1-4. A full master plan was not prepared; however, a number of these action items have been accomplished. A statewide entrepreneurship conference was held in August 2004, with 300 people in attendance. During the conference, a working group consisting of providers of services to entrepreneurs was formed to begin looking at the state's entrepreneur and small business development and outreach programs. LED conducted survey of those providers was done to determine the roles, responsibilities, and geographic area covered by each of the providers., including the Small Business Development Centers. This information will allow LED, along with the working group, to better structure services to entrepreneurs throughout the state.</p> <ol style="list-style-type: none"> 5. The Workforce Commission has identified an outstanding entrepreneurial education program that is now ongoing in middle schools in Livingston Parish. Funds for some of the teachers to teach other teacher about their program are being provided by the Kauffman Foundation. 6. Not done. 7. Funds for expansion of these programs were not provided last year. 8. Not done. 9. The efforts described in 1-4 above are intended to help increase entrepreneurial activity by providing better services. Service delivery will be coordinated at regional/community level.

Implementing Agencies: Louisiana Economic Development

Action Plan 2004 Recommendation 24:

Position Louisiana as a globally competitive transportation hub.

Vision 2020 Goals: Two -- The Culture of Innovation
Three - A Top 10 State

Vision 2020 Objectives:

2.6: To develop and promote Louisiana's transportation infrastructure

Executive & Legislative Strategy 1: Pursue implementation of the Louisiana Statewide Transportation Plan to promote economic growth, improve competitiveness of Louisiana industries, capitalize on international trade opportunities, and enhance the quality of life.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Pursue implementation of the Louisiana Statewide Transportation Plan in the 2004 Regular Session or a Special Session focused exclusively on transportation. 2. Examine all financing options for providing the funding necessary to implement the Louisiana Statewide Transportation Plan to promote economic growth, and capitalize on international trade opportunities. 	<ol style="list-style-type: none"> 1. No major action to fund the implementation of the Louisiana Statewide Transportation Plan was undertaken in 2004. 2. Legislation was prepared in 2004 for consideration in the 2005 Regular Session to move the point of taxation of motor fuels from the wholesaler to the refinery. This is expected to increase collections by \$15 to \$25 million annually.
Executive & Legislative Strategy 2: Accelerate completion of projects included in the Transportation Infrastructure Model for Economic Development (TIMED).	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Continue implementing the plan to accelerate completion of the TIMED projects through the issuance of bonds backed by the dedicated four-cent per gallon fuel tax. 	<ol style="list-style-type: none"> 1. Progress on completion of the TIMED projects continues. DOTD Secretary Johnny Bradberry has requested that the final completion date for all of the projects be further accelerated from 2012 to 2010.

Program Strategy 1: Improve coordination among transportation agencies and authorities to facilitate the movement of people, goods and services on a multimodal transportation system.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Require public port, public airport, and public railroad authorities to officially notify the Department of Transportation and Development and the appropriate local government transportation agency of any planning, infrastructure, or operating decisions that may impact other parts of the transportation system. 2. Require concurrence from the Department of Transportation and Development and the appropriate local transportation agency for port, airport, or railroad projects submitted for State Bond financing. 	<ol style="list-style-type: none"> 1. Cooperation between public port, public airport, and public railroad authorities continues to increase; however, no formal reporting requirement has been implemented. 2. No progress has been made on requiring concurrence from DOTD and the local transportation agency for port, airport, or railroad projects submitted for State Bond financing.
Program Strategy 2: Develop a comprehensive plan for the re-emergence of Louisiana as a maritime commerce load center (i.e., a dominant state in import/export).	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Utilize university resources to develop the plan 2. Include \$925,000 in State General Fund monies in LED's FY 04-05 budget for this effort. 	<ol style="list-style-type: none"> 1-2. \$700,000 was appropriated in FY 04-05 to initiate the Transportation Studies program at UNO. Funding for the remainder of the effort was not appropriated, but a similar request was included in Action Plan 2005.

Implementing Agencies: Department of Transportation & Development, Office of the Governor, State Legislature

Action Plan 2004 Recommendation 25:

Maximize federal funding flows to Louisiana.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.5: To develop and promote Louisiana's existing transportation infrastructure
- 2.8: To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies.

Program Strategy 1: Seek out and make use of available federal infrastructure funds.	
Action Plan	Status Report
1. Give priority in state expenditures to matching available federal construction funds, such as the Comite River Diversion Canal, before funding new initiatives.	

Implementing Agencies: Division of Administration, State Bond Commission

Action Plan 2004 Recommendation 26:

Develop a continuous process for streamlining environmental and natural resources permits, including seismic, drilling, production, and pipeline activities.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.8: To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies

Program Strategy 1: Process map current processes	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Identify person(s) to lead for seismic, drilling, production, & pipeline processes 2. Have each list permitting process 3. Map each list 	<p>1-3. Processes have not been formally mapped; however, an Enterprise Team consisting of secretaries of DNR, DEQ, and Wildlife and Fisheries, along with other agency personnel, have been working to identify ways to streamline the permitting processes and to implement them.</p>
Program Strategy 2: Evaluate current efforts to streamline process	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Develop a listing of efforts to streamline process 2. Evaluate efforts 	<p>1. The Enterprise Team formed by Governor Blanco is working on an ongoing basis to streamline processes. Representatives from DNR, DEQ, and Wildlife & Fisheries presented a summary of their efforts to the Louisiana Economic Development Council at its May 2005 meeting.</p> <p>2. The Council's task forces will work to evaluate efforts the changes to streamline process.</p>
Program Strategy 3: Seek common ground from agencies to streamline the process	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Identify agencies and departments involved in permitting 2. Identify a key decision-making individual in each 3. Outline concerns 4. Hold meetin g(s) 5. Summarize results and list next steps 6. Develop a proposal to submit to all agencies and the Office of the Governor 	<p>1-6. An Enterprise Team, made up of the secretaries of DNR, DEQ, and Wildlife and Fisheries was formed by Governor Blanco to address issues related to streamlining permitting processes. This group meets regularly, along with appropriate staff, to work through the issues identified and develop and implement improved processes. The Governor's Office is involved in these efforts, which are intended to be ongoing.</p>

Implementing Agency: Louisiana Economic Development

Category: Capacity Building
Energy Infrastructure Development

Action Plan 2004 Recommendation 27:

Develop an annual report examining barriers to the development of energy infrastructure with proposals for eliminating the barriers.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Program Strategy 1: Submit a report to the Governor and appropriate agencies by November 2004	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Identify a team to work on project 2. Identify needed energy infrastructure 3. Identify existing barriers for needed energy infrastructure 4. Develop proposals for eliminating both state and federal barriers 5. Identify cost/benefit proposals for the elimination of the barriers. 	<p>1-5. These action items have not been accomplished. LED's Energy Cluster Director is beginning efforts to survey companies in Louisiana and that have left Louisiana to identify the barriers to doing business in Louisiana, so the state can work to eliminate those barriers.</p>

Implementing Agency: Louisiana Economic Development

Action Plan 2004 Recommendation 28:

Develop recommendations for legal reforms related to class action litigation and excessive, non-compensatory damages and punitive awards in environmental litigation.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

2.8: To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies

Program Strategy 1: Prepare report on needed legal reforms to submit to the Governor by November 2004	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Gather team of stakeholders 2. Identify problems 3. Suggest possible solutions to problems 4. Propose legislation to remedy these problems for the good of the state 	<ol style="list-style-type: none"> 1. These action items were not accomplished; however, the 2005 Legislature passed a HCR 213, which calls for the House Committee on Civil Law and Procedure and the Senate Committee on Judiciary A to jointly study and make recommendations regarding the impact of the state's civil justice system on economic development.
Legislative Strategy 1: Submit proposed changes to legislature	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Meet with appropriate legislators to develop support for proposed changes and sponsors for bill(s) 2. Ensure that proper legislation is drafted 	<ol style="list-style-type: none"> 1. These action items were not accomplished; however, the 2005 Legislature passed a HCR 213, which calls for the House Committee on Civil Law and Procedure and the Senate Committee on Judiciary A to jointly study and make recommendations regarding the impact of the state's civil justice system on economic development.

Implementing Agency: Louisiana Economic Development

Action Plan 2004 Recommendation 29:

Act to protect our coastal wetlands and barrier islands and restore them to a state of sustainable, productive health.

Vision 2020 Goal: Three – A Top 10 State

Vision 2020 Objective:

3.6: To protect, rehabilitate, and conserve our coastal ecosystem

3.7: To preserve and develop Louisiana's natural and cultural assets

Program Strategy 1: Implement <i>Coast 2050</i> , the State's strategic plan to sustain Louisiana's coastal resources and provide an integrated multiple use approach to ecosystem management	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Ensure that all existing restoration resources, such as the State Wetlands and Conservation Trust Fund, the Breaux Act, and WRDA, are directed toward <i>Coast 2050</i> strategies. 2. Demonstrate Louisiana's legislative and fiscal commitment to address Louisiana's catastrophic coastal wetlands loss and challenge the federal government and the nation to recognize this resource as a national treasure and respond. 3. Work with our Congressional delegation to seek additional federal funding to leverage State dollars to restore Louisiana's coastal wetlands and implement <i>Coast 2050</i>. 	<ol style="list-style-type: none"> 1. The LDNR is an integral part of the planning, design, and construction of all coastal restoration projects, and works to ensure that all such actions are consistent with the <i>Coast 2050</i> strategies. The LCA near-term plan was based on the <i>Coast 2050</i> strategies, and Breaux Act planning explicitly mandates consistency with that plan. 2. The Legislature passed SB 187 proposing a constitutional amendment that would dedicate Federal revenues received by the State generated from Outer Continental Shelf oil and gas activity to the State Wetlands Conservation and Restoration Fund. SB 195 was passed to modify the funds enabling legislation to implement this amendment if passed by voters. 3. LDNR personnel meet regularly with the Congressional delegation to ensure that all opportunities for additional funding, such as the Energy Bill, the Water Resources Development Act, and Federal appropriations bills provide necessary authorization and funding for restoration activities.

Implementing Agency(s): Department of Natural Resources

Action Plan 2004 Recommendation 30:

Develop a comprehensive plan to beautify the state.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Program Strategy 1: Develop a comprehensive plan to the state through a partnership among state government, local governments, community groups, Keep America Beautiful, etc	
Action Plan	Status Report
1. Encourage the Office of the Governor and Lt. Governor to lead an effort to develop a beautification plan that would incorporate existing programs such as the DEQ Litter Abatement Program, the DOTD Adopt-a-Highway and Transportation Enhancement Programs, the DCRT Main Street program and various local programs concerning blighted housing and buildings.	1. As part of a beautification plan, the Office of the Lt. Governor and DOTD have funded a wildflower project. They, along with Louisiana universities, are conducting a survey to identify wildflowers and ultimately select varieties for planning. The project will include plantings along major highways. This is an effort to improve the look of Louisiana's highways and hopefully minimize litter.

Implementing Agencies: Office of the Governor or Lt. Governor

*Category: Cluster Development
Statewide Wet Lab Incubator Infrastructure*

Action Plan 2004 Recommendation 31:

Establish the operation of the regional wet-lab technology business incubators to support the medical/biomedical, biotechnology, environmental, energy, and food technology clusters in Louisiana and link their practices and resources.

Vision 2020 Goal: Two – The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2: To significantly increase public and private research and development activity
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Budgetary Strategy 1: Continue to support the development of the three wet-laboratory incubators in north, middle and south Louisiana, including startup operations and additional funding for basic laboratory equipment

Action Plan	Status Report
1. The Secretary of the Louisiana Economic Development, in consultation with the Science and Technology Task Force of the Louisiana Economic Development Council, will seek to advance the recommendations of the wet lab incubator study completed for LED in December 2001.	1. The 2004 Legislature provided funding to continue construction of the Baton Rouge and Shreveport wet labs and continue work on the New Orleans wet lab. The Baton Rouge and Shreveport wet labs will begin accepting tenants in late summer and fall 2005. Construction on the New Orleans wet lab is expected to begin in the spring 2006.

Implementing Agency(s): Office of the Governor, Division of Administration, Louisiana Economic Development

Action Plan 2004 Recommendation 32:

Increase investments in research and development, targeting technologies in the state's identified clusters.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2: To significantly increase public and private research and development activity

Legislative Strategy: Work with the Governor's Office, LED, and legislators to encourage investments in information technology; wet labs; life, food, and environmental sciences; micromanufacturing and nano-technology; energy; and logistics.	
Action Plan	Status Report
	Investments were made in IT, the construction of wet labs in Shreveport, Baton Rouge, and New Orleans, research institutions such as Pennington and CAMD in Baton Rouge, and the Gene Therapy Consortium and Cancer Research Center in New Orleans.
Program Strategy: Identify research areas of interest to cluster companies to suggest areas where colleges and universities could focus future basic and applied research efforts	
Action Plan	Status Report
<ul style="list-style-type: none"> 1. Identify applied research interests from industry focused on industry growth trajectories and growth/future market potential 2. Identify existing research strengths in universities 3. Develop a plan for transferring information on research interests and anticipated future growth paths from industry to the universities 	<ul style="list-style-type: none"> 1. Research interests of Louisiana companies have not been identified in a systematic way. 2. While some research strengths have been identified, that information hasn't been coordinated with industry interests. 3. Plan has not been developed.

Implementing Agencies: Louisiana Economic Development, Board of Regents

Action Plan 2004 Recommendation 33:

Ensure an adequate supply of natural gas at affordable prices.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices.
- 2.8: To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies.

Program Strategy 1: Facilitate construction of LNG plants by streamlining the permitting process and overcoming regulatory impediments.	
Action Plan	Status Report
1. The Office of the Governor and Department of Economic Development should closely monitor progress on LNG plants and take action as necessary to ensure timely completion.	<p>1. The Office of the Governor and the Department of Economic Development are continuing to monitor progress on the LNG plants. Both are working to facilitate their development in a way that is safe for the people and the coastal environment.</p> <p>There is currently one operational LNG facility in Louisiana (in Lake Charles). Three additional Louisiana plants (in Lake Charles, Hackberry, and Sabine) have been approved by the Federal Energy Regulatory Commission (FERC), and two offshore Louisiana have been approved by MARAD/Coast Guard (as required for offshore facilities).</p>

Implementing Agencies: Office of the Governor and Louisiana Economic Development

Action Plan 2003 Recommendation 34:

Develop an energy research strategy for the state.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2: To significantly increase public and private research and development activity

Program Strategy 1: Develop a blueprint for energy related technology research that is of interest and relevance to Louisiana industries, universities and the state, including but not limited to alternative fuels including the use of biomass, cogeneration, hydrogen-fuel, improved efficiencies, and improved oil and gas production technologies both onshore and offshore.

Action Plan	Status Report
<ol style="list-style-type: none"> 1. Develop a cross functional team of industry, academia and government coordinated by LSU Center for Energy Studies (CES) to address the action item 2. Develop list of research needed, including information on the reasons for inclusion and significance of each. 3. Prioritize list 4. Identify and propose funding mechanisms to accomplish the priorities 	<ol style="list-style-type: none"> 1. Louisiana universities were surveyed by the LSU Center for Energy Studies to solicit information on energy research capabilities and interests. Results were reported to the Board of Regents. 2-3. A Clean Energy and Power Research Consortium established for clean energy technologies. The consortium consists of LSU, Tulane, Nicholls, Southern, ULL & UNO. 4. Louisiana universities met with the US Dept of Energy to investigate funding opportunities

Implementing Agency: Louisiana Economic Development

Category: Cluster Development
Environmental Center of Excellence

Action Plan 2004 Recommendation 35:

Create a globally competitive research, development and commercialization center focused initially on creating and commercializing new solutions for environmental issues faced by our companies and citizens.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Program Strategy 1. Study the feasibility of an Environmental Center of Excellence	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Put together a small team that includes industry & education interests and LED to oversee the project 2. Develop the scope of work, deliverables, and schedule for a study to determine feasibility and, if appropriate, recommend a general plan of action for how to proceed. 3. Secure funding for study 4. Bid study, if necessary 5. Assess results of study and make recommendations regarding next steps 	<p>1-5. This study was not done, as no funding was provided.</p>

Implementing Agency: Louisiana Economic Development, Board of Regents, & the Department of Environmental Quality

Action Plan 2004 Recommendation 36:

Convene a public/private commission to evaluate methods to reduce the rising cost of healthcare through the utilization of information technology solutions.

Program Strategy 1: Organize a commission/task force to address the issues of paperless record keeping, meeting federal requirements, broadband access, telemedicine, and related issues and prepare a report by November 2004.

Action Plan	Status Report
<ol style="list-style-type: none"> 1. Establish a small planning and logistics ad hoc committee to select committee members 2. Find someone to provide staff assistance for the commission 3. Plan the first meeting 4. Invite participants 5. Hold first meeting and plan next steps 	<p>1-5. A group has formed to try to move Louisiana toward paperless record keeping. The group held an eHealth summit in Lafayette in March, bringing in speakers from across the country to highlight best practices. One of the speakers announced that the State of Louisiana will participate in the organization's State Health Information Technology Policy Summit Initiative. As part of this initiative, the conference organizers and DHH will hold a two-part summit on the value of eHealth. Louisiana is one of two states (New York being the other) to engage in this process, which includes a review of legal and regulatory barriers to the use of information technology in the healthcare arena. Approximately 50 healthcare stakeholders are expected to take part in the meetings, which will be held in July and September 2005.</p>

Implementing Agencies : Office of the Governor

Action Plan 2004 Recommendation 37:

Provide additional state funding support to the Louisiana Forest Products Development Center as a means of developing and transferring value added wood products technology to industry.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1:** To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2:** To significantly increase public and private sector research and development activity

Legislative Strategy 1: Fulfill the Louisiana Forest Products Development Center's (LFPDC) mission and strategies to promote forest-sector industry economic and business potential by providing comprehensive faculty research and outreach capabilities. The needs are \$1.2 million recurring and \$0.2 million non-recurring.

Action Plan	Status Report
	No additional funding was sought from the 2005 Louisiana legislature due to the budget climate. However, some additional funds were allocated to the Center and support grew via more success with grant funding.

Legislative Strategy 2: Request \$1.1 million for equipment to enhance product development efforts of the LFPDC to support Louisiana's wood product industry development and competitiveness

Program Strategy 1: Coordinate LFPDC faculty involvement in developing regional wood products sector development initiatives

Action Plan	Status Report
<ol style="list-style-type: none"> 1. Identify wood products related companies, support companies, and other interests as candidates to support economic expansion. 2. Initiate meetings with Louisiana companies to determine technology, research and outreach needs of these companies that the LFPDC can support. 3. Participate in personal visits and group meetings with wood products companies to determine common needs and interests. 4. Based on Action Plan Items 1-3, specify areas where the LFPDC can: a) provide support for existing companies, b) conduct research and development activities that could lead to new and/or improved products and processes that could be commercialized in Louisiana by existing or startup companies, and c) provide programmatic recommendations to LSU AgCenter administrators and the Louisiana Economic Development's Agriculture, Forestry, & Food Cluster Director; and d) provide policy recommendations to Louisiana legislators and public policy development bodies. 	<ol style="list-style-type: none"> 1. The Forest Products Development Center successfully implemented the Program Strategy 1 in that it established the Louisiana Forest Products Community web site that lists company profiles and business capabilities in 5 categories as a means of stimulating business exchanges: 1) Primary Manufacturers, 2) Engineered Wood Products, 3) Secondary Manufacturers, 4) Equipment Manufacturers/ Distributors and 5) Logging & Harvesting. 2-4. Not yet accomplished.

Implementing Agency: LSU Agricultural Center

Action Plan 2004 Recommendation 38:

Position Louisiana to benefit from emerging technologies associated with bio-fuels (converting biomass into liquid fuels for transportation) and bio-products (converting biomass into chemicals for making products typically made from petroleum).

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1:** To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2:** To significantly increase public and private sector research and development activity

Program Strategy 1: Use the newly formed Renewables Council of Louisiana (RCL) to explore new opportunities for bio-based fuels, power, and other products.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Explore and develop market opportunities for bio-based power, fuels (converting biomass into liquid fuels for transportation), and other products (converting biomass into chemicals for making products typically made from petroleum). 2. Facilitate, where appropriate, the commercialization of new bio-based technologies in Louisiana 3. Consider policy and incentives, as appropriate, to encourage development of bio-based power, fuels, and products. 	<ol style="list-style-type: none"> 1. The Renewables Council of Louisiana serves as a focal point for information exchange and collaboration. Seminars were held to encourage information exchange and collaboration, and membership has more than tripled as seminar attendees exchange ideas on commercialization in the areas of: 1) biomass gasification, 2) renewable energy certificate markets, 3) anaerobic agricultural waste technology, and 4) conversion of medical and petrochemical wastes into energy. 2. The Audubon Sugar Institute at the LSU AgCenter has entered into a cooperative agreement with an out of state company to share development expertise for the conversion of sugarcane products to biofuels. 3. Policies and incentives to encourage development of bio-based power, fuels, and products will be considered when appropriate.

Implementing Agency: LSU AgCenter, Louisiana Economic Development, and the Renewables Council of Louisiana (RCL)

*Category: Cluster Development
Incentives for Value Added Agribusiness*

Action Plan 2004 Recommendation 39:

Develop and assess specific business incentives to stimulate additional value-added business development in agriculture, forestry, and fisheries.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1:** To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2:** To significantly increase public and private sector research and development activity

Program Strategy 1: Prepare a case for new business incentives to stimulate the growth of value-added agribusiness companies.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Research potential new incentives for agribusinesses and propose specific incentives and/or R&D tax credits. 2. Gather information on potential impact (benefits and costs to the state) of proposed 1) investment tax credits and/or 2) an increased R&D tax credit. 3. Develop a briefing paper outlining suggested changes and justification. 	<p>1-2. A bill to enhance Louisiana's R&D tax credit was proposed in the 2005 legislative session. The fiscal impact of the bill was assessed. LED took the lead on this bill.</p>
Legislative Strategy 1: Promote the recommended incentives	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Meet with the Governor's Office, legislative leadership, and the Division of Administration to discuss the benefits of proposed incentives. 2. Meet with the Rural Task Force and other legislators to inform them and encourage their support. 	<p>1-2. LED took the lead on the R&D tax credit bill.</p>

Implementing Agencies: Louisiana Economic Development and the LSU AgCenter

Category: Cluster Development
Coordinate Tourism & Convention Business With Economic Development

Action Plan 2004 Recommendation 40:

Focus and facilitate State and local efforts to maximize the economic opportunities the tourism, convention, retiree inducement, agribusiness, and cluster-based businesses present by establishing a central clearinghouse to identify and coordinate marketing efforts to attract and retain domestic and international industry.

Vision 2020 Goal(s): Two – The Culture of Innovation

Vision 2020 Objective(s):

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Program Strategy 1: Establish a central information clearinghouse to provide an efficient line of communication and create opportunities for joint initiatives and program coordination in domestic and international market places by November 30, 2004

Action Plan	Status Report
<ol style="list-style-type: none"> 1. Coordinate with state agencies to inventory domestic and international marketing initiatives and identify specific ways in which multiple state agencies can cooperate and coordinate efforts to retain, expand and attract new business development to Louisiana, including participation in joint domestic and international marketing missions, sponsorship of mutually beneficial domestic and international trade shows, functions and other marketing activities, hosting of business site development teams, and visiting with business executive attending conventions. 2. Review and evaluate effectiveness of domestic and international marketing programs and identify specific ways in which multiple state agencies can utilize and share market intelligence gathered from foreign marketing representatives and develop marketing tools to better address foreign business. For example, develop and distribute to local and parish tourism and economic development entities market business profiles, international protocol fact sheets or Culturegrams, "how to do business" fact sheets for select international markets, and host business and tourism industries familiarization tours of the state, blending historical, cultural and natural attractions with information on work force development, infrastructure, technology and business incentives. 3. Review small business and job tax credits and other incentive programs and encourage modifications to expand them to increase funding availability and program participation by tourism and outdoor recreation entrepreneurs, such as outdoor recreation outfitters, Louisiana artists and crafters, Louisiana-based restaurants, bed & breakfasts and other business entities. 4. Review and evaluate advertising and promotional programs and campaigns among state agencies targeted to attract increased business development in domestic and international markets, and identify specific ways to synchronize the messages, images and venues to leverage a greater return on investment of state marketing dollars and to "brand" Louisiana as a good place to live, visit and conduct business. 5. Initiate ways in which tourism and economic development can coordinate efforts to improve the state's infrastructure system while not diminishing the state's quality of life, including the implementation of context sensitive highway design for Interstates and the four-laning of major highways, increasing the quality and number of direct flights to target markets such as South and Central America, improving the port system as a means to attract increased numbers of cruise lines, and being included as a player in the development of a regional airport. 6. Coordinate and facilitate a CEO VIP Center at conventions meeting in Louisiana to provide a private and relaxing atmosphere for economic development representatives an opportunity to meet one-on-one with visiting business executives. 	<ol style="list-style-type: none"> 1. CRT coordinated with LED and the Dept. of Agriculture to develop a listing of all the missions, trade shows, & international markets. 2-6. Not accomplished.

Program Strategy 2: Employ the Internet to link State economic development, tourism, and agribusiness websites to capitalize on the popularity of Louisiana to attract and retain industry, retirees, and employees to the State

Action Plan	Status Report
<ol style="list-style-type: none"> 1. Establish links on agriculture, tourism and economic development Web sites to complement marketing efforts and to reduce duplication of efforts. 2. Establish a Web-based methodology to disseminate information among agencies to foster greater coordination of efforts and more joint initiatives, such as an electronic bulletin board. 3. Develop a means to track the number and experience of Web visitors by such techniques as developing an email registration or survey to be completed by Web visitors gathering or requesting information, with the goal of increasing repeat visitors. 	<ol style="list-style-type: none"> 1. Department of Culture, Recreation, & Tourism/Office of the Lt. Governor established a link on its home page to LED's website. 2. Not accomplished.

Implementing Agencies: Office of Culture, Recreation, & Tourism, in cooperation with Louisiana Economic Development, and the Louisiana Department of Agriculture & Forestry

Action Plan 2004 Recommendation 41:

Preserve and enhance the Atchafalaya Basin Program in order to preserve and promote the unique history, culture, and natural aspects the Basin offers to Louisiana citizens and visitors.

Vision 2020 Goal: Three- A Top 10 State

Vision 2020 Objective:

3.6: To protect, rehabilitate, and conserve our coastal ecosystem

3.7: To preserve and develop Louisiana's natural and cultural assets

Program Strategy 1. Develop and implement strategic plans to restore, protect, and make the Atchafalaya Basin accessible, where appropriate to the public.	
Action Plan	Status Report
1. Coordinate plan developments with appropriate Federal agencies	1. All Atchafalaya Basin project plans and specifications that require review are submitted to the USACE and other Federal agencies for the appropriate permits. (dredging projects, boat landings, et cetera)
2. Secure Federal and State approvals for projects.	2. All applicable state and federal permits are obtained when required for all Atchafalaya Basin projects prior to construction.
3. Submit plans, as appropriate, to appropriate legislative committees	3. The original Atchafalaya Basin Program Master Plan was submitted to the Legislature (Act 920) and received unanimous approval. A report is submitted to the legislature on an annual basis.

Implementing Agency: Department of Natural Resources

Category: Cluster Development
System of Bike & Pedestrian Paths

Action Plan 2004 Recommendation 42:

Increase the availability of bicycle and pedestrian facilities to increase the attractiveness of Louisiana to tourists and enhance quality of life for residents.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Program Strategy 1: Study the increased use of levee tops and riverfronts for bicycle and pedestrian facilities.	
Action Plan	Status Report
1. Study increasing the use of levee tops for bicycle and pedestrian facilities (Department of Transportation and Development in cooperation with the Department of Culture, Recreation, and Tourism)	1 The Department of Transportation and Development and Department of Culture, Recreation and Tourism are jointly funding the development of a plan for an interconnected network of bicycle routes/facilities and trails linking major activity centers in Louisiana. This effort should be completed by June 30, 2006

Implementing Agencies: Department of Transportation and Development in cooperation with the Department of Culture, Recreation and Tourism

Appendix C

Council Work for the Year

Council Work For The Year

The Louisiana Economic Development Council held five meetings in FY 2004-05 – in August, October, and November of 2004 and January and May of 2005. During these meetings, the Council determined the recommendations to be included in Action Plan 2005, met with the Workforce Commission to learn about and discuss issues of interest to both groups, and discussed economic development-related legislation under consideration by the 2005 Legislature.

In addition, a meeting was held in July 2004 to brief new cabinet secretaries on *Vision 2020*, the Council, the Cabinet Advisory Group, and the CAG's role in assisting the Council. Council Vice Chair, Dennis Lower, Council Director, Ann Guissinger, and Council members Donna Carville, Bill Fenstermaker, Gregg Gothreaux, Vic Lafont attended.

The original *Louisiana: Vision 2020* was approved by the legislature as HCR 165 during the 1999 Regular Session of the legislature. Since that time, five annual action plans have been published (in 2000, 2001, 2002, 2003, and 2004). These documents are available electronically at <http://vision2020.louisiana.gov>.

This sixth annual action plan, *Action Plan 2005*, details the steps Louisiana plans to take in the coming year to move the state toward the goals of *Vision 2020*. As in previous annual reports, this document sets forth the Council's recommendations for implementation during the coming year and reports on the successes and shortcomings of last year's recommendations.

In addition to the recommendations presented in this action plan, the Council tracks approximately 100 benchmarks that measure the state's progress toward the five-, 10-, 15-, and 20-year targets. These benchmarks are published on the Web (<http://vision2020.louisiana.gov>), so they can be readily updated and are easily available to the public. Accountability is a vital part of the *Vision 2020* process.

The Economic Development Council accomplishes much of its work through its task forces. These task forces examine issues within their areas of responsibility, monitor benchmarks, and propose recommendations and sometimes strategies to the Council. The appropriate implementing agency develops the action plans for each strategy. Over 100 individuals representing industry, State agencies, and organizations served on the task forces this year. The nine task forces include:

- **Agribusiness**
- **Culture, Recreation, and Tourism**
- **Education/Workforce Development**
- **Energy & Basic Industries**
- **Environment**
- **Finance and Capital**
- **Infrastructure**
- **Science & Technology/Diversification**
- **Tax, Revenue, Programs & Incentives**

Two additional task forces are being added as a result of legislation passed in the 2004 Regular Session. The Small Business Entrepreneurship Commission and the Commission on Women's Policy and Research will serve as these task forces.

Council Activities and Proceedings -- 2004-2005

The Office of the Governor contracted with the Ann Guissinger to serve as Director of the Council throughout fiscal year 2004-05. She worked with the Council to facilitate meetings and prepare presentations; worked with State agency liaisons regarding data for updating the *Vision 2020* benchmarks; assisted task force chairs, when requested, to provide background information, attend meetings, and formulate strategies to implement recommendations; and prepared this *Action Plan 2005*. Details on the five Council meetings, four of which included the Cabinet Advisory Group, follow.

August 5, 2004

Council/Cabinet Advisory Group Meeting with the Louisiana Workforce Commission

The August meeting was a joint meeting with the Louisiana Workforce Commission. This joint meeting was held to better acquaint the Council and Cabinet Advisory Group with the Workforce Commission and vice versa, because workforce is a critical issue for economic development.

The Economic Development Council held a short meeting prior to the beginning of the joint meeting. During this part of the meeting, Dr. David Dismukes, LSU Center for Energy Studies, presented an update on Liquefied Natural Gas (LNG) in Louisiana and the potential economic impact of LNG on the state. His presentation was followed by an update on the Streamlined Sales Tax Project by Department of Revenue Secretary, Cynthia Bridges.

The joint Council/Cabinet Advisory Group - Workforce Commission meeting began with overviews of the mission and work of the Economic Development Council and the Workforce Commission presented by Ann Guissinger and Tom Cox, Workforce Commission Chair, respectively. Chris Weaver, executive director of the Workforce Commission, summarized the Workforce Gap chart from the Skills Gap Report, showing a mismatch between ways Louisiana students choose to prepare for work and kinds of jobs available to them. Lola Kendrick, with the Workforce Commission presented preliminary data on adult learning needs of Louisiana's workforce. She noted that House Concurrent Resolution 197 of 2004 created an Adult Learning Task Force to review adult learning and literacy efforts and make recommendations to the Legislature by January 2005.

The joint groups also heard presentations on adult literacy and the problems caused by illiteracy. Dawn Banks, Biomedical Research Foundation of NW Louisiana and past president, Literacy Volunteers of Centenary, spoke on the correlation of low literacy levels with crime, unemployment and underemployment, health care, the capacity to help children in school, and vulnerability to theft and fraud, and Dr. Terry Davis, Professor of Medicine & Pediatrics, LSU Health Science Center, Shreveport, presented information on the high costs of health care for low-literate citizens, who more often use emergency room care because they cannot navigate the system and who fail to take medications correctly.

During a working lunch, Jim Clinton, executive director of Southern Growth Policies Board, reported to the joint group findings from Southern Growth's study, "Globally Competitive South (Under Construction)." Mr. Clinton noted Louisiana with its multiple ports has good export opportunities. He cited the importance of more use of technology for higher productivity, higher wages and faster growth. He urged helping entrepreneurs get into exporting as soon as possible. He urged Louisiana partners to integrate and align strategies, and to remodel their workforce, including language, cultural and business skills. Mr. Clinton also cited the importance of lifelong access to educational resources—K-12 and higher education (to include community colleges) and the fundamental importance of homegrown enterprises.

Dr. Sylvia Goldman, Director of Technology, Information & Modernization Services, Louisiana Economic Development, discussed entrepreneurship. Chris Weaver presented an inventory of entrepreneurship initiatives, and introduced Jerry Morgan, Livingston Parish career/technical coordinator, who described an entrepreneurship course, aligned with Louisiana academic benchmarks, that is being taught to 8th graders. A Kauffman Foundation grant funded the program, in which 8th graders created enterprises. Kauffman also underwrites 3-day training sessions, delivered by Livingston Parish teachers for up to 25 faculty members in other school districts that request them.

October 12, 2004 Council Meeting

This meeting was the first of two meetings focused on recommendations to be included in *Action Plan 2005*. Proposed recommendations were presented by the Infrastructure Task Force (Mayor Bobby Simpson, chair, asked Dr. Eric Kalivoda to present the task force recommendations); the Revenue, Tax, Programs, & Incentives Task Force (chair Donna Carville, who was unable to attend the meeting had asked task force members Don Allison [KPMG] and Chris Dicharry [the Kean Miller Law Firm] to present the recommendations), and the Science & Technology/Diversification Task Force (by chair Dennis Lower). The Council briefly discussed several of the recommendations, expressed support for most, and agreed to consider a few additional revisions at the next meeting. No votes were taken, as a quorum was not present.

November 17, 2004 Council/Cabinet Advisory Group Meeting

This meeting also focused on recommendations for *Action Plan 2005*. Ann Guissinger presented recommendations for the Infrastructure Task Force. Science & Technology Task Force Chair, Dennis Lower, presented 11 recommendations to be included in the action plan, and Donna Carville presented recommendations from the Tax, Revenue, Programs & Incentives Task Force. Agribusiness Task Force Chair, Dr. Ken Roberts, presented three recommendations from that task force, and Beverly Gianna, Chair, presented the recommendation from the Culture, Recreation, & Tourism Task Force. Recommendations from the Education/Workforce Task Force were presented by Ann Guissinger, and Katie Chiasson, Chair of the Environment Task Force, presented four recommendations from that task force. Recommendations for Rural Economic Development and Microenterprise Development were presented by Ann Guissinger. Adam Knapp announced that recommendations regarding angel and early stage capital had been

included in the recommendations from the Science and Technology and Tax, Revenue, Programs, and Incentives task forces.

The Council also discussed advertising, marketing, and the state's image. Beverly Gianna noted that it is important that the state take a look at all advertising– and make it look like a coordinated effort. Mike Olivier expressed concern about Louisiana's business image – perceptions of people within and outside the state, and Donna Carville emphasized that it is important that this business message come from the Governor's Office.

January 19, 2005 Council/Cabinet Advisory Group Meeting

The January Council/CAG meeting focused on discussion of the draft Action Plan 2005. However, the meeting began with the Department of Wildlife & Fisheries requesting changes to two benchmarks – 3.7.2 and 3.7.3. Wynette Kees, presented the requests to change the targets for 2003-2023 and reasons for the changes. The requested changes were adopted by the Council.

The remainder of the Council meeting was spent discussing the draft *Action Plan 2005* report. Recommendations were reviewed by category -- Economic Development Mission, Marketing, Workforce Training, Education, Business Climate, University-Industry Interactions, Capacity Building, Cluster Development, and Quality of Life. A number of related recommendations were combined to decrease the total number of recommendations, and editorial changes were made. Ann Guissinger agreed to email the Action Plan, with modifications, to Council members for a final look at the report. The Council approved the *Action Plan* with specified modifications.

May 17, 2005 Council/Cabinet Advisory Group Meeting

This meeting included a request for changes to benchmarks from DNR, four informational presentations and discussion of economic development-related legislation before the legislature in the current session. Rodney Watson, Confidential Assistant to the Superintendent of the Louisiana Department of Education, presented an overview of Department of Education reform initiatives and accomplishments. The Council also received an update on efforts to streamline the permitting processes from the Department of Natural Resources (David Fruge', Administrator, Coastal Management Division), the Department of Environmental Quality (Chuck Brown, Assistant Secretary, Office of Environmental Services .), and the Department of Wildlife and Fisheries (Parke Moore, Asst. Secretary, Office of Wildlife). The meeting concluded with a discussion of key economic-development related legislation.

Appendix D

**About the
Louisiana Economic Development Council**

About the Louisiana Economic Development Council

The Louisiana Economic Development Council (LAEDC) was created by the Legislature in the First Extraordinary Session of 1996 (Act No. 20, H.B. No. 26). Although originally a part of the Department of Economic Development, since 2001 the Council has been under the Office of the Governor. The Legislature made this change to emphasize that economic development is the responsibility of all state agencies, and all are responsible for various aspects of the *Louisiana: Vision 2020* strategic plan.

Governor Kathleen Babineaux Blanco is the chair of the Council. Dennis Lower, Vice President for Planning and Development of the Biomedical Research Foundation of Northwest Louisiana and Director of the InterTech Science Park, serves as the Vice Chair. The Secretary of Economic Development serves on the Council, along with 17 other members representing business (manufacturing, mining, construction, banking, venture capital, and tourism), economic development (with representatives from the five largest urban areas and a rural area), and education. In 2004, the legislature added two members to the Council, bringing the total to 22. The two new Council members will represent women and minorities and small businesses/entrepreneurship.

This Action Plan is the Council's sixth annual implementation plan. It sets out the Council's recommendations for action in the coming year—actions that will move the state ahead toward the *Vision 2020* goals—and provides an accounting of the progress made toward the recommendations included in the previous action plan.

The Council's approximately 100 benchmarks for measuring progress toward our goals appear on the Web (<http://vision2020.louisiana.gov>).

The LAEDC uses task forces to handle much of the detail work of the Council, including benchmarks and recommendations. The Council's nine task forces include:

- Agribusiness
- Culture, Recreation & Tourism
- Education/Workforce Development
- Energy & Basic Industries
- Environment
- Finance & Capital
- Infrastructure & Transportation
- Programs, Incentives, Tax & Revenue
- Science, Technology & Diversification
- Small Business & Entrepreneurship
- Women and Minorities

These task forces are chaired by a Council member or his or her designee. Task force members are drawn from around the state and include business, education, and government representatives with expertise in the fields covered by the task force.

The Council uses its task forces to:

- 1) Develop and update benchmarks to monitor progress toward *Vision 2020* goals; and
- 2) Develop recommendations that are presented to the Council as suggestions for inclusion in the Council's annual action plan to the Governor and the Legislature. Together, these recommendations make up the short-term policy and practice agenda for the upcoming year.

A list of task force members is included at the end of this section.

Council members are listed below.

Louisiana Economic Development Council

Governor Kathleen Babineaux Blanco

Chair, Louisiana Economic Development Council

Dennis Lower

Vice Chair, Louisiana Economic Development Council

Professional/Service Community

Vice President for Planning and Development

Director, Intertech Science Park

Northwest Louisiana Biomedical Research Foundation

Shreveport

Arlena Acree

Urban Economic Development Professional

Director of Economic Development

Office of the Mayor, City of Shreveport

Donna Carville, Public Affairs

Manufacturing

Dow Louisiana Public Policy/Public Affairs Leader

Dow Chemical Company, Plaquemine

Robert W. Chamberlin

Banking

Senior Vice President, International Department

Whitney Bank, New Orleans

Henry Charlot, Jr.

Venture Capital

New Orleans

Katie S. Chiasson

Rural Economic Development Professional

Director, Business and Economic Development, CLECO Power LLC

Crowley

Zazell Dudley

Economically Disadvantaged Business

Dudley Enterprises, Shreveport

William H. Fenstermaker

Mining

President/CEO, C. H. Fenstermaker & Associates, Inc.
Lafayette

Adam Knapp

Governor's Designee

Governor's Economic Development Policy Advisor
Office of the Governor, Baton Rouge

Beverly Gianna, Director

Tourism

Vice President of Communications & Public Relations
Convention and Visitor's Bureau, New Orleans
Chair, Culture, Recreation, Tourism Task Force

Gregg Gothreaux, President and CEO

Urban Economic Development Professional

Lafayette Economic Development Authority, Lafayette
Co-Chair, Energy & Basic Industries Task Force

Victor Lafont,

Urban Economic Development Professional

Executive Director
South Louisiana Economic Development Council
Thibodaux

Lloyd "Jimmy" Lyles

President and CEO

Urban Economic Development Professional

Greater Baton Rouge Chamber of Commerce
Baton Rouge

Michael Olivier

Secretary

Louisiana Economic Development
Baton Rouge

Ken Roberts, Ph.D.

Agricultural Community

Associate Vice Chancellor & Associate Director
LSU Agricultural Center, Baton Rouge

John R. Schween, President

Construction

Breck Construction, Monroe

Mayor Bobby Simpson

Local Government

Mayor-President, Baton Rouge

Cabinet Advisory Group

The Act that created the Council also created the Cabinet Advisory Group. As outlined in the Act, the Cabinet Advisory Group advises, coordinates with, and provides research, informational, and staff support to the Council. The Advisory Group meets quarterly with the Council to exchange information and facilitate implementation of *Vision 2020* and the annual action plans.

Cabinet Advisory Group members include: Michael Olivier, Secretary, Department of Economic Development; Johnny Bradberry, Secretary, Department of Transportation and Development; John Warner Smith, Secretary, Department of Labor; Scott Angelle, Secretary, Department of Natural Resources; Mike McDaniel, Secretary, Department of Environmental Quality, Ann Williamson, Secretary, Department of Social Services; Cecil Picard, Superintendent of Education, Jason Stagg, designee, Department of the Treasury; Jerry Luke LeBlanc, Commissioner, Division of Administration; Bob Odom, Commissioner, Department of Agriculture and Forestry; E. Joseph Savoie, Commissioner of Higher Education; Cynthia Bridges, Secretary, Department of Revenue; Angele Davis, Secretary, Department of Culture, Recreation, & Tourism; Chris Weaver, Director, Workforce Commission; Fred Cerise, Secretary, Department of Health & Hospitals; Walter Bumphus, President, Louisiana Community & Technical College System; Suzy Sonnier, Director, Children's Cabinet; Richard Stalder, Secretary, Department of Public Safety & Corrections; and Dwight Landreneau., Secretary, Department of Wildlife & Fisheries.

State Agency Representatives to the Council

State agency representatives were named as staff support to assist the Council in developing *Louisiana Vision 2020*. They are: Adam Knapp, Office of the Governor; Sharon Calcote, Louisiana Office of Tourism; Jason Stagg, Department of the Treasury; Eric Kalivoda, Department of Transportation; Larry St. Amant, Department of Labor; Angelin Morgan, Department of Natural Resources; Chuck Brown, Department of Environmental Quality; Rodney Watson, Department of Education; Heather Devall, Board of Regents; Frank Millican, Department of Agriculture & Forestry; Jackie Gonzaque, Department of Social Services; Charles Castille, Department of Health & Hospitals; Robert Mehrrens, Commission on Law Enforcement; and Bo Boehringer, Department of Wildlife & Fisheries.

Louisiana Economic Development Council Office

The Louisiana Economic Development Council (LAEDC) is housed in the Office of the Governor, P. O. Box 94004, Baton Rouge, LA 70804. Ann Guissinger serves as Director of the Council under contract with the Office of the Governor. Ann Guissinger can be reached at (225) 252-5228. The LAEDC webpage, *Louisiana: Vision 2020*, and the Council's annual action plans are found at <http://vision2020.louisiana.gov>.

Task Forces

Louisiana Economic Development Council

Agribusiness Task Force

Chair: Ken Roberts

Dennis Aucoin, Owner, Slaughter Logging, Clinton

Greg Benhard, President, Louisiana Premium Seafood, Palmetto

Holley Burford, Dairy Farmer, Gloster

Rouse Caffey, Ph.D., Chancellor Emeritus, LSU AgCenter, Baton Rouge

Sammye Crawford, Baton Rouge

Robert Crosby, Crosby Land & Resources, Mandeville

Sandy Dooley, Specialist, LSU Cooperative Extension Service, Baton Rouge

Ted Gibson, Senior Vice President, Regions Bank, Monroe

David Graugnard, Manager, Certis USA, New Iberia

Michael Hensgens, Vice President & Business Manager, G&H Seed Co. Crowley

Diane Hoffpauer, The Wright Group, Crowley

David Lamothe, Preventive Maintenance, New Iberia

Kyle McCann, Associate Commodity Director, Louisiana Farm Bureau Federation, Baton Rouge

Frank Millican, Director of Agribusiness, Louisiana Dept. of Agriculture & Forestry, Baton Rouge

Harvey Reed, President, Reed's Agricultural Services, New Orleans

Ken Roberts, Ph.D., Associate Vice Chancellor & Associate Director, LSU AgCenter, Baton Rouge

Kelsey Short, Director, Agriculture, Forestry & Food Technology Cluster, Louisiana Economic Development

Mike Voisin, CEO, Motivait Seafood, Houma

Bobby Yarborough, CEO, Manda Fine Meats, Baton Rouge

Culture, Recreation, & Tourism Task Force

Chair: Beverly Gianna

Sharon Calcote, Marketing Supervisor, Department of Culture, Recreation, & Tourism, Baton Rouge

Angela Falgoust, President, Louisiana Association of Convention & Visitor Bureaus & Executive Director, Ascension Parish Tourist Commission, Sorrento

Beverly Gianna, Vice President Public Affairs, New Orleans Metropolitan Convention and Visitors Bureau, New Orleans

Judy Jurisich, President, Bernard and Jurisich, New Orleans

Dan Mobley, Executive Director, Louisiana Travel Promotion Association, Baton Rouge

Education Task Force

Al Barron, Director of Career Services, Southern University, Baton Rouge

Nancy Beben, Mathematics Program Coordinator, Louisiana Department of Education, Baton Rouge

Dr. Walter Bumphus, President, Louisiana Community & Technical College System, Baton Rouge

P. Edward Cancienne, Superintendent, St. James Parish School System, Litcher

Robert J. Cloutre, Superintendent of Schools, Ascension Parish, Donaldsonville

Stephanie Desselle, Vice President for Public Policy, Council for a Better Louisiana, Baton Rouge

Heather Devall, State EPAS Coordinator, Higher Education Planning Specialist, Board of Regents, Baton Rouge

Gene Fields, Associate Commissioner, Information Services & Data Management, Board of Regents, Baton Rouge

Barbara Freiberg, BESE Staff, Baton Rouge

Donna Nola-Ganey, Assistant Superintendent, Office of School and Community Support, Louisiana Department of Education, Baton Rouge

Meredith Hudson, Regional Director, The New Teacher Project, New Orleans, LA

Barbara Johnson, Sr. Vice President, Workforce & Area Development, Greater New Orleans, Inc., New Orleans

Lola Kendrick, Louisiana Workforce Commission, Shreveport

Mike Mitternight, President, Factory Service Agency Inc., LABI Education Council, Metairie

Bernadette Morris, Section Supervisor, Louisiana Department of Education, Baton Rouge

Phyllis Mouton, Vice Chancellor, Workforce, Corporate and Continuing Education, Baton Rouge Community College, Baton Rouge

Weegie Peabody, Executive Director, Board of Elementary and Secondary Education, Baton Rouge

Donna H. Seale, Institutional Advancement Officer, River Parishes Community College, Sorrento

John Warner Smith, Secretary, Louisiana Department of Labor, Baton Rouge

Patti Trudell, Executive Director, Consortium for Education, Research, & Technology of North Louisiana, Shreveport

Rodney Watson, Confidential Assistant to the Superintendent, Louisiana Department of Education, Baton Rouge

Chris Weaver, Director, Louisiana Workforce Commission, Baton Rouge

Donald J. Whittinghill, Editorial/Research Consultant, Louisiana School Boards Association, Baton Rouge

Energy & Basic Industries Task Force

Co-Chair: W.F. Fenstermaker

Co-Chair: Gregg Gothreaux

Sumanta Acharya, Mechanical Engineering Department, LSU, Baton Rouge

Don Allison, KPMG, Baton Rouge

Philip Asprodites, Kean Miller, Baton Rouge

Dan Borne, Louisiana Chemical Association, Baton Rouge

David Boulet, Director of Business Development, The Bayou Companies, New Iberia

Don Briggs, Louisiana Independent Oil & Gas Association, Baton Rouge

Donna Carville, Dow Louisiana Public Policy/Public Affairs Leader, The Dow Chemical Company, Plaquemine

Jeff Copeskey, Louisiana Mid-Continent Oil and Gas Association (LAMOGA), Baton Rouge
Charles Cusimano, ESSO, Metairie
Rutledge Deas, South Oak Production Company, Lafayette
David Dismukes, LSU Center for Energy Studies, Baton Rouge
Marc Ehrhardt, The Ehrhardt Group, New Orleans
Chip Estes, Williams Company, Jackson, Mississippi
Bill Fenstermaker, Fenstermaker & Associates, Lafayette
Jimmy Field, Louisiana Public Service Commission, Baton Rouge
Mike French, Louisiana Department of Natural Resources, Baton Rouge
Gregg Gothreaux, Lafayette Economic Development Authority, Lafayette
C. Paul Hilliard, Badger Oil Corporation, Lafayette
Katherine King, Kean Miller, Baton Rouge
John Laborde, Tidewater, Inc. (retired), New Orleans
David Lamothe, Preventive Maintenance Services, Inc., New Iberia
Keith Long, Enhanced Exploration, LLC, Mandeville
Phillip R. May, Entergy, New Orleans
Elizabeth Podlaha, Department of Chemical Engineering, LSU, Baton Rouge
B. Jim Porter, Louisiana Mid-Continent Oil & Gas Association, Baton Rouge
Dane Revette, Energy Cluster Director, Louisiana Economic Development, Baton Rouge
Bill Simon, University of Louisiana – Lafayette, Lafayette
Newman Trowbridge, Attorney, Lafayette
Ernest Walker, College of Engineering, Southern University, Baton Rouge
Ting Wang, UNO, New Orleans
James Wharton, Chemistry Department, LSU, Baton Rouge

Environment Task Force

Chair: Katie S. Chiasson

Dale Aydell, Technology, Innovation & Modernization, Louisiana Department of Economic Development, Baton Rouge
Katie S. Chiasson, Director, Business & Economic Development, CLECO Power, LLC, Crowley
Lucila Cobb, Business Development Manager, Arcadis G & M, Baton Rouge
Mark Davis, Director, Coalition to Restore Coastal Louisiana, Baton Rouge
Henry Graham, Louisiana Chemical Association, Baton Rouge
Roy Holleman, Executive Director, Enterprise Center of Louisiana, Carencro
Edie Michel, Coordinator, St. James Economic Development Department, Gramercy
Angelin Morgan, Policy/Planning Director, Department of Natural Resources, Baton Rouge

Margaret Reams, Ph.D, Founding Director, LSU InterCollege Environmental Cooperative, Louisiana State University, Baton Rouge

Dane Revette, Director, Energy Technology Cluster Development, Louisiana Economic Development, Baton Rouge

Rebecca Shirley, Executive Vice-President, Greater Abbeville-Vermilion Chamber of Commerce, Abbeville

Science & Technology/Diversification Task Force

Chair: Dennis Lower

Vice -Chair: Vic Lafont

Zazell Dudley, Dudley Enterprises, Shreveport

Mr. David D. Claypool, Center for BioModular Multi-Scale Systems, LSU, Baton Rouge

Stan Fulcher, LA Department of Economic Development, Baton Rouge

Carla Fishman, Consultant, University Technology Transfer & Development, New Orleans

Sylvia Goldman, Director-Technology, Innovation & Modernization Services, Louisiana Department of Economic Development, Baton Rouge

David M. Goodwyn, President, Association of Louisiana Technology Companies (ALT-C), Baton Rouge

Ann Guissinger, Director, Louisiana Economic Development Council, Baton Rouge

Paul Hale, Director of Technology Transfer Center, Louisiana Tech University, Shreveport

James Hardy, Director of Technology Development, LSU Health Sciences Center, New Orleans

Jim Hendricks, Director, Economic Development, Entergy, Baton Rouge

Dennis Herringshaw, Director, Office of Technology Transfer, University of New Orleans, New Orleans

Paula Jacobi, Assistant Director, Intellectual Property, LSU Agricultural Center, Baton Rouge

Anne Jarrett, Director of Sponsored Projects-Grants, Contracts and Intellectual Property, Pennington Biomedical Research Center, Baton Rouge

Adam Knapp, Policy Analyst for Economic & Community Development, LED, Baton Rouge

Tommy Kurtz, Director of National Marketing & Business Development, MetroVision, New Orleans

Victor Lafont, South Louisiana Economic Development Council, Thibodaux

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Mildred Smalley, Vice Chancellor for Research, Southern University, Baton Rouge

Skip Smart, Director, Business Retention & Assistance Services, Louisiana Economic Development, Baton Rouge

Keith Thibodeaux, Chief Information Officer, Lafayette Consolidated Government, Lafayette

Randy Webb, President, Northwestern State University, Natchitoches

Elizabeth Williams, Executive Director, University of New Orleans Foundation, New Orleans

Michael Williams, Director of Business Resource Services, Louisiana Economic Development Corporation, Baton Rouge

Tax & Revenue/Programs & Incentives

Chair: Donna Carville

Don Allison, KPMG, Baton Rouge

Jim Brandt, Public Affairs Research Council, Baton Rouge

Greg Bowzer, Louisiana Chemical Association, Baton Rouge

Katie Chaisson, CLECO, Crowley

Jeff Copeskey, Louisiana Mid-Continent Oil and Gas Association, Baton Rouge

Chris Dicharry, Kean Miller, Baton Rouge

Gregg Gothreaux, Lafayette Economic Development Authority, Lafayette

Jim Hendricks, Entergy, Economic Development, Baton Rouge

Bill Herrington, Greater New Orleans, Inc., New Orleans

Tommy Kurtz, New Orleans Inc.

John LeBlanc, Louisiana Association of Business & Industry, Baton Rouge

Clarence Lymon, Louisiana Dept. of Revenue, Baton Rouge

Mike Michot, Louisiana State Senator, Lafayette

Elton Pody, Central Louisiana Chamber of Commerce, Alexandria

Bill Potter, Postlethwaite & Netterville, Baton Rouge

Dr. Jim Richardson, Department of Public Administration, LSU, Baton Rouge

Ellen Rhorer, Louisiana Dept. of Revenue, Baton Rouge